

**REPORT OF THE
FINANCE COMMITTEE OF THE
BOARD OF DIRECTORS OF THE
COOK COUNTY HEALTH AND HOSPITALS SYSTEM**

NOVEMBER 24, 2008

ATTENDANCE

Present: Chairman David Carvalho and Directors Quin R. Golden; Benn Greenspan, PhD, MPH, FACHE; Luis Muñoz, MD, MPH; Heather O'Donnell, JD, LLM and Jorge Ramirez (6)

Board Chairman Warren L. Batts (Ex-Officio)

Absent: None (0)

Also Present: Michael Bernard – Interim Chief Financial Officer, John H. Stroger, Jr. Hospital of Cook County; Johnny Brown – Chief Operating Officer, John H. Stroger, Jr. Hospital of Cook County; John Cookinham - Chief Financial Officer, Oak Forest Hospital of Cook County; Albert De La Cruz – MedAssets; Joanne Dulski – Laboratory Services, Cook County Health and Hospitals System; Matthew B. DeLeon - Secretary to the Board of Commissioners of Cook County; Patrick T. Driscoll, Jr. – Deputy State's Attorney, Chief, Civil Actions Bureau, Office of the State's Attorney; Leslie Duffy – Director of Procurement, Cook County Health and Hospitals System; Sylvia Edwards – Chief Operating Officer, Oak Forest Hospital of Cook County; Dorothy Loving – Chief Financial Officer, Provident Hospital of Cook County; Jeff McCutchan – Supervisor, Transactions and Health Law Division, Office of the State's Attorney; Elizabeth Reidy – Deputy Chief, Civil Actions Bureau, Office of the State's Attorney; Gretchen Ryan – Project Manager, MedAssets; David R. Small – Interim Chief Executive Officer, Cook County Health and Hospitals System; Sidney Thomas – Chief Operating Officer, Provident Hospital of Cook County; Carmen Triche-Colvin – Cook County Purchasing Agent; Robert Wright – Executive Project Director, MedAssets; Victor Zamora – MedAssets

Ladies and Gentlemen:

Your Finance Committee of the Board of Directors of the Cook County Health and Hospitals System met pursuant to notice on Monday, November 24, 2008 at the hour of 10:00 A.M. at Stroger Hospital, 1901 W. Harrison Street, in the fifth floor conference room, in Chicago, Illinois.

Your Finance Committee has considered the following items and upon adoption of this report, the recommendations follow.

Roll Call

Matthew B. DeLeon, Secretary to the Board of Commissioners, called the roll of members, and it was determined that a quorum was present.

Presentation of September 2008 Financials

John Cookinham, Chief Financial Officer of Oak Forest Hospital of Cook County, presented the September 2008 Financials. (See Attachment #1.)

The Committee discussed the information provided. Questions were raised with regard to shortfalls in patient service revenue, IGT revenue, and non-operating revenue.

Director Greenspan asked how many Medicaid days will the System have finished with as a means of estimating Medicaid revenue. Mr. Cookinham responded that he would provide the information¹.

Chairman Carvalho stated that he will put this item on the agenda for the next Finance Committee meeting, so that the Committee can further discuss the information in detail, particularly that information relating to adjusted patient day calculations².

Additionally, Director Greenspan requested that further discussion take place at that time on the subject of outpatient Medicaid dollars.

Review and approve proposed Bad-Debt Write-Off Policy

Mr. Cookinham presented the following two proposed bad-debt write off policies: Removing Patient Accounts from Active Accounts Receivable, dated November 21, 2008 (Attachment #2); and Processing Self Pay Accounts, L.O.L. Accounts, and Bad Debt Accounts, dated November 21, 2008 (Attachment #3).

The Committee reviewed and discussed the policies.

Director Greenspan, seconded by Director Muñoz, moved the approval of the following policies: Removing Patient Accounts from Active Accounts Receivable, dated November 21, 2008; and Processing Self Pay Accounts, L.O.L. Accounts, and Bad Debt Accounts, dated November 21, 2008. THE MOTION CARRIED UNANIMOUSLY.

Proposed Resolution

WHEREAS, the Cook County Board of Commissioners, pursuant to Ordinance 08-O-35, established the Cook County Health and Hospitals System ("CCHHS or System"); and

WHEREAS, the Ordinance established the Cook County Health and Hospitals System Board of Directors and delegated governance of the system to that Board; and

WHEREAS, that Board has the legal authority to open and maintain checking and savings accounts at various banks; and

WHEREAS, it is now necessary to update those persons who are authorized to be signatories on these checking and savings accounts; and

WHEREAS, the checking and/or savings accounts for John H. Stroger, Jr. Hospital of the Cook County Health and Hospitals System at the JP Morgan Chase Bank, for the following purposes, be updated for the General Fund Account; and

NOW THEREFORE BE IT RESOLVED THAT:

1. The following are the names of those persons who are authorized to sign checks on these checking and/or savings accounts and that the signatures of at least two (2) of these shall be required on each check:

1. David Small
2. Pitt Calkin
3. Johnny C. Brown
4. Michael Bernard
5. Amjad Ali

and that the following persons be deleted as signatories:

1. Robert R. Simon, M.D.
2. Thomas J. Glaser
3. John Cookinham
4. John R. Morales

2. That the following are the names of those persons who are authorized to wire or otherwise transfer funds from the Stroger Hospital of Cook County accounts to other County of Cook bank accounts:

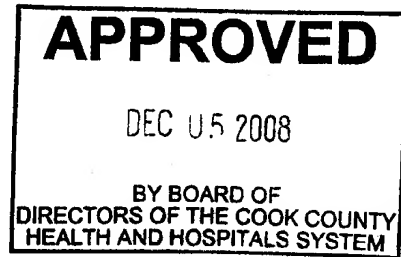
1. Kelvin Magee
2. Robert Vais
3. Kimberly Velasquez

and that the following name of the person authorized to wire or otherwise transfer funds be removed:

1. Pamela Pitts

3. That the County Auditor be directed to audit the checking accounts of said institution at the close of each Fiscal Year or at anytime it sees fit, and to file report(s) therein with the Cook County Board.

4. That any funds drawn on said checking or savings accounts for deposit with the County Treasurer shall be transmitted to the Cook County Comptroller with an itemization of collections and designation of the account in the Office of the Comptroller.



Director O'Donnell, seconded by Director Greenspan, moved the approval of the Proposed Resolution. THE MOTION CARRIED UNANIMOUSLY.

Proposed Resolution

WHEREAS, the Cook County Board of Commissioners, pursuant to Ordinance 08-O-35, established the Cook County Health and Hospitals System ("CCHHS or System"); and

WHEREAS, the Ordinance established the Cook County Health and Hospitals System Board of Directors and delegated governance of the system to that Board; and

WHEREAS, that Board has the legal authority to open and maintain checking and savings accounts at various banks; and

WHEREAS, it is now necessary to update those persons who are authorized to be signatories on these checking and savings accounts; and

WHEREAS, the checking and/or savings accounts for John H. Stroger, Jr. Hospital of the Cook County Health and Hospitals System at the JP Morgan Chase Bank, for the following purposes, be updated for the Miscellaneous Refund Account; and

NOW THEREFORE BE IT RESOLVED THAT:

1. The following are the names of those persons who are authorized to sign checks on these checking and/or savings accounts and that the signatures of at least two (2) of these shall be required on each check:

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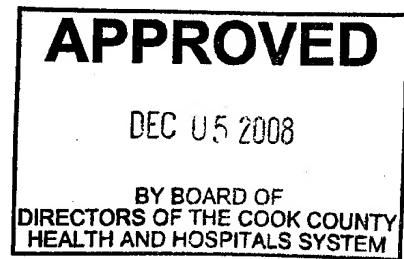
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4. That any funds drawn on said checking or savings accounts for deposit with the County Treasurer shall be transmitted to the Cook County Comptroller with an itemization of collections and designation of the account in the Office of the Comptroller.



Director O'Donnell, seconded by Director Greenspan, moved the approval of the Proposed Resolution. THE MOTION CARRIED UNANIMOUSLY.

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WHEREAS, it is now necessary to update those persons who are authorized to be signatories on these checking and savings accounts; and

WHEREAS, the checking and/or savings accounts for John H. Stroger, Jr. Hospital of the Cook County Health and Hospitals System at the JP Morgan Chase Bank, for the following purposes, be updated for the Petty Cash Account; and

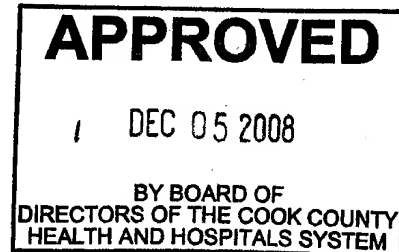
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Director O'Donnell, seconded by Director Greenspan, moved the approval of the Proposed Resolution. THE MOTION CARRIED UNANIMOUSLY.

Proposed Resolution

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WHEREAS, it is now necessary to update those persons who are authorized to be signatories on these checking and savings accounts; and

WHEREAS, the checking and/or savings accounts for John H. Stroger, Jr. Hospital of the Cook County Health and Hospitals System at the JP Morgan Chase Bank, for the following purposes, be updated for the Medicaid Reimbursement Account; and

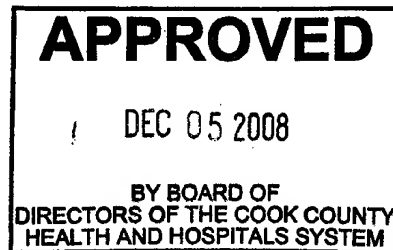
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WHEREAS, the checking and/or savings accounts for John H. Stroger, Jr. Hospital of the Cook County Health and Hospitals System at the JP Morgan Chase Bank, for the following purposes, be updated for the Patient Refund Account; and

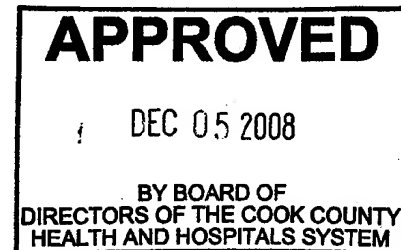
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5. Amjad Ali
6. Antoinette Williams

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2. Thomas J. Glaser
3. John R. Morales
4. Cynthia Przislicki



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WHEREAS, the checking and/or savings accounts for John H. Stroger, Jr. Hospital of the Cook County Health and Hospitals System at the JP Morgan Chase Bank, for the following purposes, be updated for the Patient Trust Fund Account; and

NOW THEREFORE BE IT RESOLVED THAT:

1. The following are the names of those persons who are authorized to sign checks on these checking and/or savings accounts and that the signatures of at least two (2) of these shall be required on each check:

1. David Small
2. Pitt Calkin
3. Johnny C. Brown
4. Michael Bernard
5. Amjad Ali
6. Antoinette Williams
7. Brenda Johnson
8. Brenda Lloyd
9. Janelle Caldwell

and that the following persons be deleted as signatories:

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2. John R. Morales
3. Donald O'Connell
4. Cynthia Przislicki

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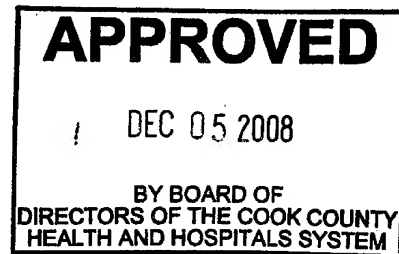
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Director O'Donnell, seconded by Director Greenspan, moved the approval of the Proposed Resolution. THE MOTION CARRIED UNANIMOUSLY.

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Contract and Procurement Approvals*

*Additional information pertaining to these items is included, as amended, in Attachment #4.

REQUEST TO ACCEPT INCREASE IN GRANT FUNDS AND EXTEND GRANT
APPROVED AS AMENDED

- | | | | |
|-----|---|---------------------------------------|--------------|
| 1.) | AIDS Foundation of Chicago | Extend from 08/01/08 through 03/31/09 | \$105,478.00 |
| | To continue the funding of two (2) case manager positions in the HIV/AIDS program at Cermak Health Services. Original Grant Amount: \$39,499.00. Original Contract Period: 04/01/08 through 07/31/08. | | |

REQUEST TO INCREASE CONTRACT
APPROVED

- | | | |
|-----|---|-------------|
| 2.) | Gareda Diversified Business Services | \$25,000.00 |
| | For the provision of nurse registry services for Cermak Health Services at the Juvenile Temporary Detention Center (Contract No. 08-41-140). Original Contract Amount: \$42,560.00. | |

REQUEST TO EXTEND CONTRACT
APPROVED AS AMENDED

- 3.) DaVita, Inc. (formerly Extend from 12/02/08 through 02/01/09
Lincoln Park Dialysis Services, Inc.)
- For the provision of hemodialysis and apheresis services for Oak Forest Hospital of Cook County, ~~and Provident Hospital of Cook County, and Cermak Health Services~~ (Contract No. 06-72-342 Rebid). Original Contract Amount: \$1,308,200.00. Original Contract Period: Two year contract.

REQUEST TO EXTEND CONTRACT
APPROVED

- 4.) Anchor Mechanical Inc. Extend from 11/16/08 through 02/15/09
- For the provision of maintenance and repair services for refrigeration and ventilation equipment/utilities throughout the Stroger Hospital Campus (Contract No. 05-53-614).

REQUEST TO INCREASE AND EXTEND CONTRACT
APPROVED

- | | | | |
|-----|--|---------------------------------------|-------------|
| 5.) | Moore Security/Aerofund Financial | Extend from 11/01/08 through 01/31/09 | \$87,874.80 |
| | For security services for nine (9) Ambulatory and Community Healthcare Clinics (Contract No. 06-53-606). | | |

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REQUEST TO RENEW AND EXECUTE CONTRACT
APPROVED

- 6.) UIC Department of Pathology 12/01/08 through 11/30/09 \$128,818.00
For the provision of neuropathology consulting services with Emmanuel Utset, MD (Contract No. 08-45-188).

DIRECTORS GREENSPAN AND MUÑOZ VOTED PRESENT ON THE ABOVE ITEM.

REQUEST TO RENEW AND EXECUTE CONTRACT
APPROVED

- 7.) Medtronic/AVE 12/01/08 through 11/30/10 \$950,000.00
For the purchase of coronary arterial stents (Contract No. 05-41-51).

REQUEST TO ENTER INTO AND EXECUTE CONTRACT
APPROVED

- 8.) James Schiappa, MD 08/20/08 through 08/19/10 \$460,008.00
For the provision of orthopedic services for Oak Forest Hospital of Cook County.

REQUEST TO ENTER INTO AND EXECUTE CONTRACT
APPROVED

- 9.) TSO3 One-time Purchase \$514,000.00
For the purchase of sterilization system (125L OZONE TSO3) low temp/dry sterilization for moisture/heat sensitive medical instruments and devices for the Department of Surgery at John H. Stroger, Jr. Hospital of Cook County.

REQUEST TO ENTER INTO AND EXECUTE CONTRACT
APPROVED

- 10.) Ethicon Inc. 01/01/09 through 12/31/10 \$422,192.80
For the purchase of Mammotome Biopsy System supplies.

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REQUEST TO EXECUTE CONTRACT
APPROVED

16.) Softek Solutions, Inc. 07/01/08 through 06/30/11 \$451,554.00

To provide management/monitoring and maintenance support for Cerner Millenium.

REQUEST TO EXECUTE CONTRACT
APPROVED

17.) Per-Se Technologies 01/01/08 through 11/30/09 \$237,000.00

For software maintenance agreement for outpatient pharmacy system. (Contract No. 08-41-371).

REQUEST TO EXECUTE CONTRACT
APPROVED

18.) UptoDate 04/01/08 through 03/30/10 \$76,835.00

For provision of online clinical subscription services.

REQUEST TO EXECUTE CONTRACTS
APPROVED AS AMENDED

19.) For the purchase of surgical orthopaedic implant, fixative devices and consumable supplies for John H. Stroger, Jr. Hospital of Cook County.

<u>Req. No.</u>	<u>Vendor</u>	<u>Amount</u>
88970568	Stryker Orthopaedics	\$3,260,816.00
88970567	Synthes, USA	1,847,213.00
88970565	Stryker Spine	1,200,000.00
88970570	Smith & Nephew Inc.	562,436.00
88970569	DePuy	425,535.00
88970571	Zimmer Daniel	367,500.00
88970572	DePuy Spine	320,000.00
88970566	Synthes Spine	100,000.00
		<u>\$8,083,500.00</u>

REQUEST TO AWARD BID, AND REQUEST TO ENTER INTO AND EXECUTE CONTRACT
APPROVED

20.) Sami Distributors Two (2) Year Contract \$1,799,854.29

For the provision of radiopharmaceuticals for John H. Stroger, Jr. Hospital of Cook County and Provident Hospital of Cook County (Contract No. 08-72-261).

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REQUEST TO AWARD BID, AND REQUEST TO ENTER INTO AND EXECUTE CONTRACT
APPROVED

- | | | | |
|------|---|-------------------------|--------------|
| 21.) | Northwestern Pharmaceutical
& Supply Corporation | Three (3) year contract | \$768,591.75 |
|------|---|-------------------------|--------------|

For the purchase of reagents, hematology controls and supplies (Contract No. 08-73-240).

REQUEST TO AWARD BID, AND REQUEST TO ENTER INTO AND EXECUTE CONTRACT
APPROVED

- | | | | |
|------|--|---|--------------|
| 22.) | Bioelectronic Engineering
& Medical Supplies (B.E.A.M.S.) | Twenty-four (24) month contract,
ending 11/30/10 | \$134,237.98 |
|------|--|---|--------------|

For the provision of adult disposable diapers (Contract No. 08-15-511H).

REQUEST TO AWARD BID, AND REQUEST TO ENTER INTO AND EXECUTE CONTRACT
APPROVED AS AMENDED

- | | | | |
|------|--|---------------------------|----------------|
| 23.) | Smith Thomas Williams
Healthcare, LLC | 12/07/08 through 12/06/09 | \$3,361,434.00 |
|------|--|---------------------------|----------------|

For the provision of temporary radiology and laboratory staffing (Contract No. 08-73-197).

REQUEST TO AWARD BID, REBID*, AND REQUEST TO ENTER INTO AND EXECUTE CONTRACT
APPROVED

- | | |
|------|---|
| 24.) | Eleven (11) month contract, ending 09/30/09 |
|------|---|

For the provision of patient care supplies (Contract No. 08-15-165H).

Bioelectronic Engineering & Medical Supplies (B.E.A.M.S.)	\$1,070,551.15
Bio-Tek Medical Supplies, Inc.	11,314.60
Phoenix Business Solutions LLC	650.00
Progressive Industries, Inc.	<u>351,042.87</u>
Total	\$1,433,558.62

*This is a partial award. Contained in the backup materials are the items for which permission to cancel and rebid is requested.

REQUEST TO ADVERTISE FOR BIDS
APPROVED AS AMENDED

- | | |
|------|---|
| 25.) | For the purchase of a replacement analog <u>digital</u> x-ray machine in Receiving for Cermak Health Services. |
|------|---|

REQUEST TO ADVERTISE FOR BIDS
APPROVED

- 26.) For the purchase of heavy-duty transport stretchers for John H. Stroger, Jr. Hospital of Cook County and Cermak Health Services.

REQUEST TO ADVERTISE FOR BIDS
APPROVED

- 27.) For the purchase of mobile position emission tomography (P.E.T.) computed tomography (CT) scanning equipment.

Chairman Carvalho stated that an errata had been distributed (Attachment #5) which reflects corrections to five contractual transmittals submitted as backup for Contracts and Procurement Approvals.

Leslie Duffy, Director of Procurement of the Cook County Health and Hospitals System, provided additional information on the items presented.

During the discussion of the request to renew and execute the contract with Medtronic/AVE for the purchase of coronary arterial stents, the subject of MBE/WBE ordinance requirements arose; Ms. Carmen Triche-Colvin, Cook County Purchasing Agent, provided additional information on the options available through the Office of Contract Compliance.

With regard to the request to execute the contract with Proximare Health, Inc., relating to the IRIS referral system, Director Golden asked how this system interfaces with the electronic health record system³.

Mr. Small responded that he would provide the information that would address Director Golden's inquiry.

Director O'Donnell, seconded by Director Golden, moved to approve the Contracts and Procurement Approvals, as amended.

Director O'Donnell, seconded by Director Golden, moved to amend the request to extend the contract with DaVita, Inc. (formerly Lincoln Park Dialysis Services, Inc.) to include Cermak Health Services. THE MOTION CARRIED UNANIMOUSLY.

On the motion to approve the Contracts and Procurement Items, as amended, a voice vote was taken and THE MOTION CARRIED.

Directors Greenspan and Muñoz recused themselves and voted Present on the request to renew and execute the contract with UIC Department of Pathology (Contract No. 08-45-188).

Chairman Carvalho recused himself and voted Present on the request to execute the contract with the Suburban Primary Health Care Council (Contract No. 08-41-327).

Update on Contracting Issues

Ms. Duffy provided an update on contracting issues. She stated that a meeting was recently held with Joseph Fratto, Chief of Staff to President Todd H. Stroger, and Ms. Triche-Colvin to resolve these issues; she feels that progress was made as a result of the meeting. Tracking mechanisms will be put in place, and backlogs will continue to be addressed. Additionally, they are moving forward with a group purchasing organization (GPO) contract; they have identified a product segment and expect it to be in place by the end of December.

The Committee continued to discuss the matter; questions were raised with regard to the System's procurement staffing levels. Ms. Triche-Colvin stated that starting next week, she will be sending two staff members to Stroger Hospital and one staff member to Provident Hospital two days per week to assist with purchasing matters until the backlogs and other issues are resolved.

Director Golden stated that she would like to see a timeline relating to when these issues will be resolved⁴.

**Review and approve Proposed Tables of Organization
Revenue Cycle and Fiscal Affairs**

Chairman Carvalho stated that this item would be deferred to the next meeting of the Finance Committee.

Review and discuss the issues related to the degree of individual responsibility associated with charitable care programs, i.e. patient responsibility for participating in data capture which might lead to alternative sources of payment, be they governmental or private insurance, and the degree to which attempts to obtain such information may inhibit an individual's decision making process to seek care, particularly in non emergent situations.

Chairman Carvalho stated that this item would be deferred to the next meeting of the Finance Committee.

Discuss and approve Financial Counseling Redesign Plan

Mr. Small introduced the representatives from MedAssets, who would present the Financial Counseling Redesign Plan.

Robert Wright, Gretchen Ryan, Albert De La Cruz and Victor Zamora of MedAssets presented their recommendations for the plan. (See Attachment #6.) This recommendation is based upon their redesign using "best practices" for all elements of revenue cycle activities; it includes the recommendation to consolidate the eligibility services under one vendor, Chamberlin Edmonds, who would operate as a subcontractor of MedAssets.

Questions were raised with regard to the formulation of how MedAssets is compensated for this engagement; Director Muñoz stated that the Audit and Compliance Committee will discuss the subject.

Chairman Carvalho clarified the action that was expected to take place for this item. He stated that there would be a motion to approve the plan, recognizing the concept. The tools needed to implement the plan, such as contract amendments and so forth, would need to be presented to the Finance Committee separately.

Director O'Donnell, seconded by Director Greenspan, moved to approve the concept of the Financial Counseling Redesign Plan. THE MOTION CARRIED UNANIMOUSLY.

Proposed 2009 Finance Committee Meeting Dates

Chairman Carvalho stated that this item would be deferred to the next meeting of the Finance Committee.

**Discussion of interim staffing plan for the position of
Chief Financial Officer of Oak Forest Hospital of Cook County**

Director O'Donnell, seconded by Director Golden, moved to recess the regular session and convene into closed session, pursuant to an exception to the Open Meetings Act, 5 ILCS 120/2(c)(1), et seq., which permits closed meetings for consideration of "The appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity." **THE MOTION CARRIED UNANIMOUSLY.**

Director O'Donnell, seconded by Director Golden, moved to adjourn the closed session and convene into regular session. **THE MOTION CARRIED UNANIMOUSLY.**

**Review and discussion of the report of the
Finance Committee for the meeting of November 6, 2008**

Chairman Carvalho stated that this item would be deferred to the next meeting of the Finance Committee.

Public Comments

Chairman Carvalho asked the Secretary to call upon the registered speakers.

Mr. DeLeon replied that there were none.

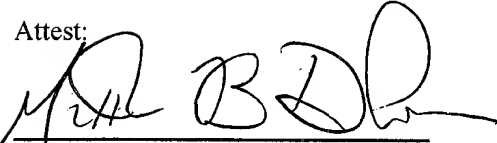
Adjournment

Director O'Donnell, seconded by Director Greenspan, moved to adjourn. THE MOTION CARRIED UNANIMOUSLY AND THE MEETING ADJOURNED.

Respectfully submitted,
Finance Committee of the
Board of Directors of the
Cook County Health and Hospitals System


David Carvalho, Chairman

Attest:


Matthew B. DeLeon, Secretary

The following was requested or was indicated as a follow-up item at this meeting:

- ¹ Follow-up: Provide number of Medicaid days that the System uses to estimate Medicaid revenue. On page 2. (John Cookinham)
- ² For 12-12-08 Meeting – Presentation of September Financials to appear on the Finance Agenda, so the Committee can further discuss the information in detail, particularly the information relating to adjusted patient day calculations and outpatient Medicaid dollars. On page 2.
- ³ Follow-up: Regarding the IRIS referral system, request for information on how this system interfaces with the electronic health record system. On page 14. (David Small)
- ⁴ Follow-up: Regarding contracting issues, request for timeline relating to when these issues will be resolved. On page 15. (Leslie Duffy)

Cook County Health and Hospitals System
Report of the Meeting of the Finance Committee
November 24, 2008

ATTACHMENT #1

Cook County Health and Hospitals System

Income Statement for the Ten Months Ended
September 30, 2008

Revised as of November 21, 2008

Index

1. Management Discussion and Analysis
2. Income Statement
3. Statistics
4. Payer Mix
5. Top Ten DRG's for Each Facility
6. Performance Summary: Eligibility Referrals

Summary

The Cook County Health and Hospitals System year to date financial results finished the tenth month of the fiscal year behind the budget by almost 28%. The poorer than planned financial performance was due to lower Patient Service Revenue, IGT Revenue, and Non-Operating Revenue. The overall revenue shortfall at the end of the tenth month was \$58,588,555 below the budget for the same period in time. Expenses were also below budget. The favorable level of expenses was not enough to offset the shortfall in revenue.

Operating Revenue

Fees at the end of September collected from patient services were below budget year to date by 11.4%. The September year to date shortfall from budget was an improvement from the level at the end of August where patient fees were 12.5% below the budget. It is expected that by the end of fiscal year there will be further improvement in collected fees as compared to the budget. Patient fees are expected to fall short of the budget by approximately 7% or \$21.5 million dollars by the end of the fiscal year. The largest source of unfavorable patient service revenue is from the shortfall of Medicaid patient fees.

The Intergovernmental Transfer Revenue continues to be short of the budget due to the phase out of one federal program. The System has been working with the officials of the State Medicaid program to offset the loss of IGT revenue. The 2008 loss of IGT is \$15,004,000. Through the efforts of the System management and the consultants they have arranged for the System to receive approximately \$11,697,000 by the end of the fiscal year. IGT revenue will by the end of the fiscal year still be below the budget by approximately \$3,307,000. The additional funds received from the State to offset the loss of the IGT were paid to the County in two different methods. An additional transfer of \$3,697,000 was received first and the \$8,000,000 balance of the \$11,697,000 was

received as an increase of November patient fees. The increase in patient fees was paid by adjusting the % of revenue that the State requires the county to return to the State.

Other Revenue at the end of September is in excess of the budget by \$1,723,106 or 36.6%. If this trend continues through the end of the fiscal year Other Revenue will be in excess of the budget by approximately 2.1 million dollars.

Total Operating Revenue at the end of the fiscal year may be below budget by approximately 34.7 million dollars.

Operating Expenses

Operating Expenses at the end of September were below budget by 6.2% or \$53,957,018. This favorable expense performance was due to positive variances for Supplies, Purchased Services, and Utilities. Salaries and Employee Benefits were over the budget by relatively small amounts year to date.

Salaries and Wages – (\$4,662,118 or 1.1%)

Salaries and wages continue to exceed the budget at the end of September. The use of overtime and replacement time for the holiday in September contributed to this unfavorable variance. Overtime is being monitored by the System management and is used to fill staffing needs. There are a large number of staff positions that remain unfilled and these vacancies create the need to use overtime.

Stroger Hospital is over budget year to date for salaries and wages and Provident Hospital and Oak Forest Hospital are below budget.

Benefits - (\$834,519 or .6%)

The level of Benefit expense is directly related to salary and wage expense. Benefits for employees are over budget because salaries and wages are also in excess of budget.

Supplies – \$20,197,413 or 16.4%

Each of the System facilities supply expenses are below the budget year to date. The System is still using the accrual convention to measure supply expense based on the actual expenditures at the end of the period plus 40%.

Purchased Services, Rental, and Other - \$36,563,402 or 29.1%

The year to date level expenses for the System for this category continues to be significantly below the budget. The method used to estimate expense is the same for purchased services as is used for supplies.

Utilities - \$2,692,841 or 15.3%

The estimated System year to date expense for utilities in total is below the budget. The most favorable utility expense performance as compared to the budget is for Stroger Hospital. Expenses for utilities at Stroger are below the budget by \$2,437,500 or 19.2%. Oak Forest's utility expense is below the budget by \$356,143 or 11.9%. Provident Hospital's utility expense is in excess of the budget by \$100,801 or 5.4%.

System Expenses per Adjusted Patient Day

A comparison of year to date expenses per adjusted patient day to the budget is as follows:

<u>Institution</u>	<u>Budget</u>	<u>Actual</u>	<u>Variance</u>
Stroger	\$4,035.37	\$3,850.66	4.6%
Oak Forest	\$5,148.85	\$3,675.88	28.6%
Provident	\$5,221.59	\$3,841.36	26.4%

Non Operating Revenue

Non operating revenue at the end of September was below budget by 8% or \$34,347,328. The largest shortfall from budget is for

sales tax. It is still expected that the receipts for sales tax will increase in October and November. The increased receipts for the last two months of the fiscal year will be the result of the increase in the rate of sales tax that occurred on July 1, 2008. The actual receipts from the increase will begin to be recorded in the last two months of the fiscal year.

The decline in the level of cigarette tax revenue from the level expected in the budget is not expected to increase in the remaining two months of the fiscal year. The decline could be a combination of factors causing the reduced revenue such as fewer people are smokers, a decline in the population, and the poor economic conditions in Illinois.

Cook County Health Facilities Fund of Illinois
Statement of Revenues and Expenses vs. Budget - Modified Accrual Basis
For Ten Months Ending September 30, 2008 (UNAUDITED)

John H. Stroger, Jr., Hospital of Cook County

	Total for the Ten Months Ending September 30, 2008	BUDGET	Difference Favorable (Unfavorable)	Difference as % of Budget
<u>Operating revenue</u>				
Patient Service Revenue	\$ 162,064,713	\$ 184,931,050	\$ (22,866,337)	-12.4%
Inter-Governmental Transfers (IGT)	72,691,373	81,515,679	(8,824,306)	-10.8%
Total Patient Service Revenue	234,756,086	266,446,729	(31,690,643)	-11.9%
Other revenue	5,482,740	3,941,250	1,541,490	39.1%
Total operating revenue	240,238,826	270,387,979	(30,149,153)	-11.2%
<u>Operating expenses</u>				
Salaries and wages	299,634,064	294,254,632	(5,379,432)	-1.8%
Employee benefits	107,709,672	106,746,753	(962,918)	-0.9%
Supplies	81,719,934	94,021,582	12,301,648	13.1%
Purchased services, rental and other	60,472,949	85,164,936	24,691,987	29.0%
Depreciation*	32,495,236	32,495,236	-	0.0%
Utilities	10,278,605	12,716,105	2,437,500	19.2%
Services contributed by other County offices	2,516,307	2,516,307	-	0.0%
Total operating expenses	594,826,766	627,915,550	33,088,784	5.3%
Operating Loss	(354,587,940)	(357,527,571)	2,939,631	-0.8%
<u>Nonoperating revenue (expense)</u>				
Property taxes	85,443,052	86,524,584	(1,081,532)	-1.2%
Sales taxes	63,427,487	78,882,292	(15,454,804)	-19.6%
Cigarette taxes	78,439,804	86,891,250	(8,451,446)	-9.7%
Interest income	548,158	-	548,158	0.0%
Retirement plan contribution	54,075,174	54,075,174	-	0.0%
Working cash revenue	-	-	-	0.0%
Services contributed by other County Offices	2,516,307	2,516,307	-	0.0%
Total nonoperating revenue	284,449,982	308,889,607	(24,439,625)	-7.9%
Income (Loss) before other revenue, expenses, gains, losses and transfers	(70,137,959)	(48,637,965)	(21,499,994)	44.2%
Income (Loss) on disposal of fixed assets	-	-	-	0.0%
Capital Contributions	-	-	-	0.0%
Change in net assets	\$ (70,137,959)	\$ (48,637,965)	\$ (21,499,994)	44.2%

Cook County Health Facilities Fund of Illinois
Statement of Revenues and Expenses vs. Budget - Modified Accrual Basis
For Ten Months Ending September 30, 2008 (UNAUDITED)

Oak Forest Hospital of Cook County

	Total for the Ten Months Ending September 30, 2008	BUDGET	Difference Favorable (Unfavorable)	Difference as % of Budget
<u>Operating revenue</u>				
Patient Service Revenue	\$ 29,578,376	\$ 28,060,470	\$ 1,517,906	5.4%
Inter-Governmental Transfers (IGT)	16,725,728	18,756,133	(2,030,405)	-10.8%
Total Patient Service Revenue	46,304,104	46,816,603	(512,499)	-1.1%
Other revenue	508,671	366,561	142,110	38.8%
Total operating revenue	46,812,775	47,183,164	(370,389)	-0.8%
<u>Operating expenses</u>				
Salaries and wages	59,415,946	59,803,735	387,789	0.6%
Employee benefits	21,625,586	21,695,001	69,414	0.3%
Supplies	10,716,827	14,637,996	3,921,169	26.8%
Purchased services, rental and other	11,880,804	18,446,176	6,565,372	35.6%
Depreciation	4,122,069	4,122,069	-	0.0%
Utilities	2,634,737	2,990,880	356,143	11.9%
Services contributed by other County offices	496,543	496,543	-	0.0%
Total operating expenses	110,892,513	122,192,400	11,299,887	9.2%
Operating Loss	(64,079,738)	(75,009,236)	10,929,498	-14.6%
<u>Nonoperating revenue (expense)</u>				
Property taxes	14,457,571	14,478,519	(20,948)	-0.1%
Sales taxes	10,732,394	13,199,703	(2,467,309)	-18.7%
Cigarette taxes	13,272,588	14,539,875	(1,267,287)	-8.7%
Interest income	103,058	-	103,058	0.0%
Retirement plan contribution	10,990,132	10,990,132	-	0.0%
Working cash revenue	-	-	-	0.0%
Services contributed by other County Offices	496,543	496,543	-	0.0%
Total nonoperating revenue	50,052,285	53,704,771	(3,652,486)	-6.8%
Income (Loss) before other revenue, expenses, gains, losses and transfers	(14,027,453)	(21,304,465)	7,277,012	-34.2%
Income (Loss) on disposal of fixed assets	-	-	-	0.0%
Capital Contributions	-	-	-	0.0%
Change in net assets	\$ (14,027,453)	\$ (21,304,465)	\$ 7,277,012	-34.2%

Cook County Health Facilities Fund of Illinois
Statement of Revenues and Expenses vs. Budget - Modified Accrual Basis
For Ten Months Ending September 30, 2008 (UNAUDITED)

Provident Hospital of Cook County

	Total for the Ten Months Ending September 30, 2008	BUDGET	Difference Favorable (Unfavorable)	Difference as % of Budget
<u>Operating revenue</u>				
Patient Service Revenue	\$ 27,422,395	\$ 34,392,755	\$ (6,970,360)	-20.3%
Inter-Governmental Transfers (IGT)	13,581,598	15,230,325	(1,648,726)	-10.8%
Total Patient Service Revenue	41,003,993	49,623,080	(8,619,086)	-17.4%
Other revenue	438,922	399,417	39,506	9.9%
Total operating revenue	41,442,915	50,022,496	(8,579,581)	-17.2%
<u>Operating expenses</u>				
Salaries and wages	55,739,195	56,068,721	329,526	0.6%
Employee benefits	20,281,065	20,340,050	58,985	0.3%
Supplies	10,237,526	14,212,122	3,974,596	28.0%
Purchased services, rental and other	16,752,023	22,058,065	5,306,042	24.1%
Depreciation	3,068,589	3,068,589	-	0.0%
Utilities	1,957,362	1,856,561	(100,801)	-5.4%
Services contributed by other County offices	2,315,039	2,315,039	-	0.0%
Total operating expenses	110,350,799	119,919,147	9,568,348	8.0%
Operating Loss	(68,907,884)	(69,896,651)	988,767	-1.4%
<u>Nonoperating revenue (expense)</u>				
Property taxes	18,787,551	19,320,334	(532,783)	-2.8%
Sales taxes	13,946,738	17,613,864	(3,667,126)	-20.8%
Cigarette taxes	17,247,718	19,402,208	(2,154,490)	-11.1%
Interest income	99,182	-	99,182	0.0%
Retirement plan contribution	10,303,749	10,303,749	-	0.0%
Working cash revenue	-	-	-	0.0%
Services contributed by other County Offices	2,315,039	2,315,039	-	0.0%
Total nonoperating revenue	62,699,978	68,955,195	(6,255,217)	-9.1%
Income (Loss) before other revenue, expenses, gains, losses and transfers	(6,207,906)	(941,456)	(5,266,450)	559.4%
Income (Loss) on disposal of fixed assets	-	-	-	0.0%
Capital Contributions	-	-	-	0.0%
Change in net assets	\$ (6,207,906)	\$ (941,456)	\$ (5,266,450)	559.4%

Cook County Health Facilities Fund of Illinois
Statement of Revenues and Expenses vs. Budget - Modified Accrual Basis
For Ten Months Ending September 30, 2008 (UNAUDITED)

CONSOLIDATED

	Total for the Ten Months Ending September 30, 2008	BUDGET	Difference Favorable (Unfavorable)	Difference as % of Budget
<u>Operating revenue</u>				
Patient Service Revenue	\$ 219,065,484	\$ 247,384,275	\$ (28,318,791)	-11.4%
Inter-Governmental Transfers (IGT)	102,998,699	115,502,137	(12,503,438)	-10.8%
Total Patient Service Revenue	322,064,183	362,886,412	(40,822,229)	-11.2%
Other revenue	6,430,333	4,707,228	1,723,106	36.6%
Total operating revenue	328,494,517	367,593,639	(39,099,123)	-10.6%
<u>Operating expenses</u>				
Salaries and wages	414,789,206	410,127,088	(4,662,118)	-1.1%
Employee benefits	149,616,323	148,781,804	(834,519)	-0.6%
Supplies	102,674,288	122,871,700	20,197,413	16.4%
Purchased services, rental and other	89,105,776	125,669,178	36,563,402	29.1%
Depreciation	39,685,894	39,685,894	-	0.0%
Utilities	14,870,704	17,563,545	2,692,841	15.3%
Services contributed by other County offices	5,327,889	5,327,889	-	0.0%
Total operating expenses	816,070,079	870,027,097	53,957,018	6.2%
Operating Loss	(487,575,562)	(502,433,458)	14,857,896	-3.0%
<u>Nonoperating revenue (expense)</u>				
Property taxes	118,688,174	120,323,438	(1,635,263)	-1.4%
Sales taxes	88,106,620	109,695,858	(21,589,239)	-19.7%
Cigarette taxes	108,960,109	120,833,333	(11,873,224)	-9.8%
Interest income	750,397	-	750,397	0.0%
Retirement plan contribution	75,369,055	75,369,055	-	0.0%
Working cash revenue	-	-	-	0.0%
Services contributed by other County Offices	5,327,889	5,327,889	-	0.0%
Total nonoperating revenue	397,202,244	431,549,573	(34,347,328)	-8.0%
Income (Loss) before other revenue, expenses, gains, losses and transfers	(90,373,317)	(70,883,885)	(19,489,432)	27.5%
Income (Loss) on disposal of fixed assets	-	-	-	0.0%
Capital Contributions	-	-	-	0.0%
Change in net assets	\$ (90,373,317)	\$ (70,883,885)	\$ (19,489,432)	27.5%

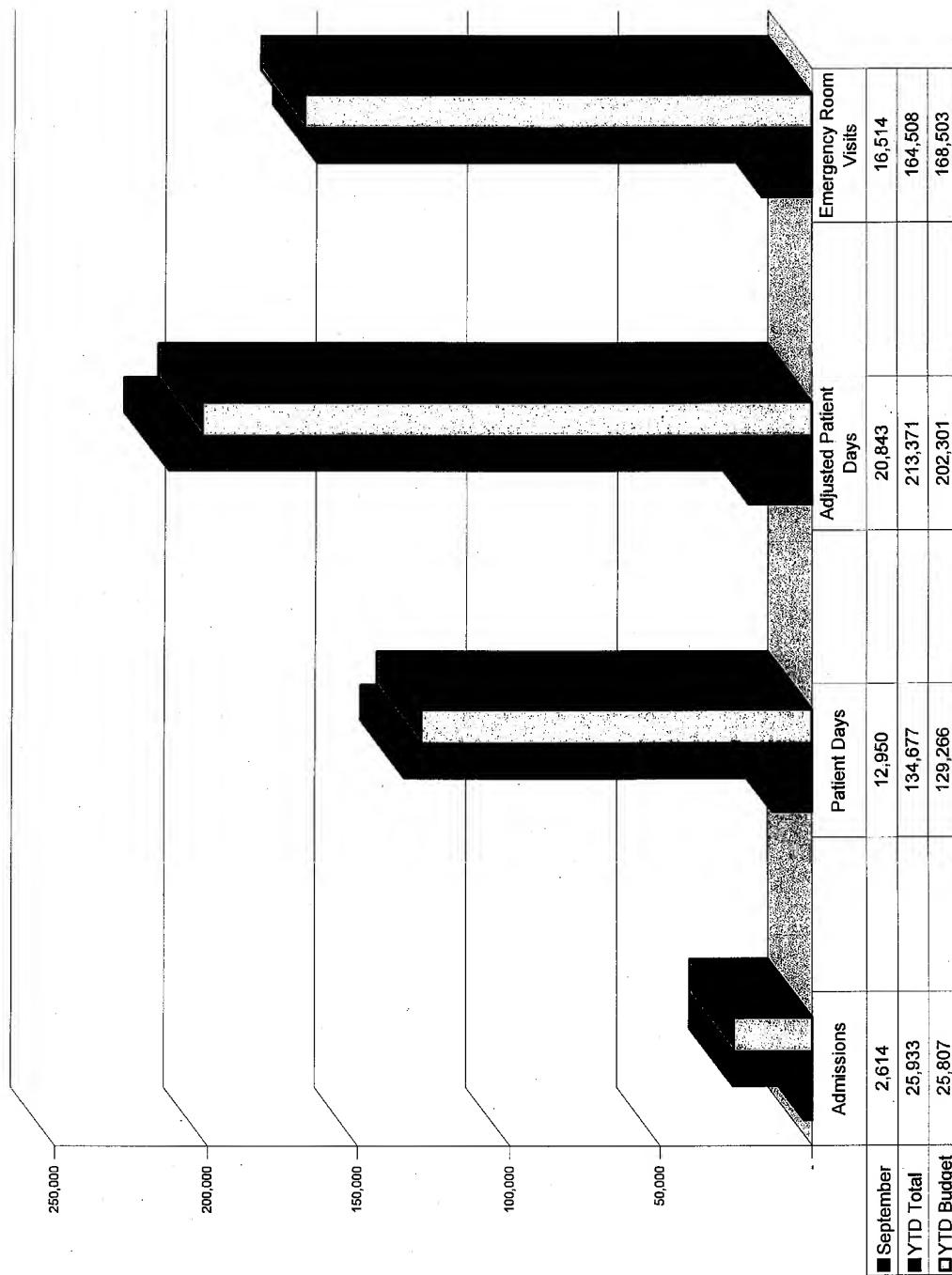
Combining Statement of Revenues, Expenses,
and Changes in Net Assets of Operating Accounts - Modified Accrual Basis
For Ten Months Ending September 30, 2008 (UNAUDITED)

COMBINED

	John H. Stroger, Jr Hospital	Oak Forest Hospital	Provident Hospital	Total
<u>Operating revenue</u>				
Patient Service Revenue	\$ 162,064,713	\$ 29,578,376	\$ 27,422,395	\$ 219,065,484
Inter-Governmental Transfers (IGT)	72,691,373	16,725,728	13,581,598.20	102,998,699
Total Patient Service Revenue	234,756,086	46,304,104	41,003,993	322,064,183
Other revenue	5,482,740	508,671	438,922.23	6,430,333
Total operating revenue	240,238,826	46,812,775	41,442,915	328,494,517
<u>Operating expenses</u>				
Salaries and wages	299,634,064	59,415,946	55,739,195	414,789,206
Employee benefits	107,709,672	21,625,586	20,281,065	149,616,323
Supplies	81,719,934	10,716,827	10,237,526	102,674,288
Purchased services, rental and other	60,472,949	11,880,804	16,752,023	89,105,776
Depreciation	32,495,236	4,122,069	3,068,589	39,685,894
Utilities	10,278,605	2,634,737	1,957,362	14,870,704
Services contributed by other County offices	2,516,307	496,543	2,315,039	5,327,889
Total operating expenses	594,826,766	110,892,513	110,350,799	816,070,079
Operating Loss	(354,587,940)	(64,079,738)	(68,907,884)	(487,575,562)
<u>Nonoperating revenue (expense)</u>				
Property taxes	85,443,052	14,457,571	18,787,551	118,688,174
Sales taxes	63,427,487	10,732,394	13,946,738	88,106,620
Cigarette taxes	78,439,804	13,272,588	17,247,718	108,960,109
Interest income	548,158	103,058	99,182	750,397
Retirement plan contribution	54,075,174	10,990,132	10,303,749	75,369,055
Working cash revenue	-	-	-	-
Services contributed by other County offices	2,516,307	496,543	2,315,039	5,327,889
Total nonoperating revenue	284,449,982	50,052,285	62,699,978	397,202,244
Income (Loss) before other revenue, expenses, gains, losses and transfers	(70,137,959)	(14,027,453)	(6,207,906)	(90,373,317)
Income (Loss) on disposal of fixed assets	-	-	-	-
Capital contributions	-	-	-	-
Change in net assets	<u>\$ (70,137,959)</u>	<u>\$ (14,027,453)</u>	<u>\$ (6,207,906)</u>	<u>\$ (90,373,317)</u>

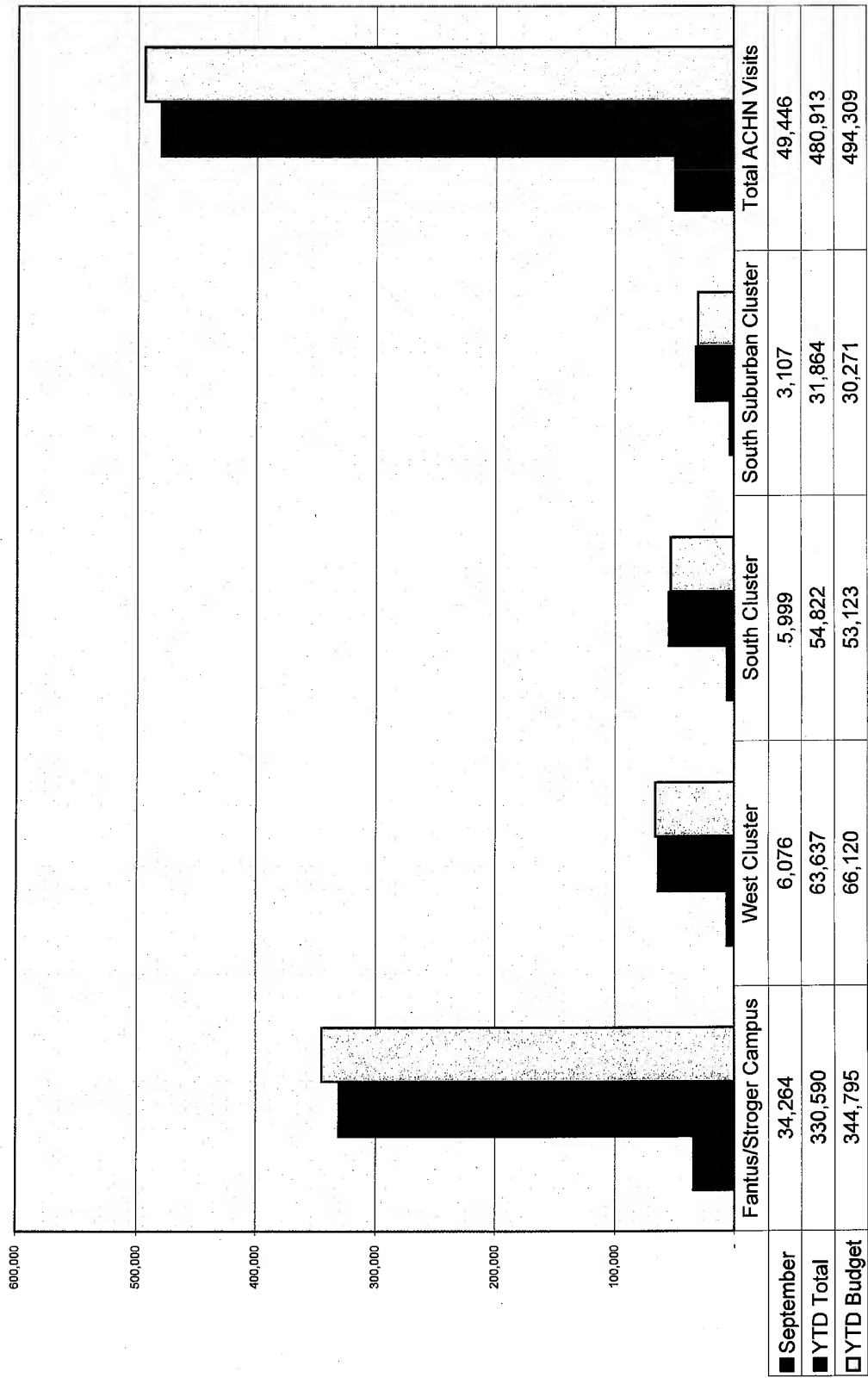
Cook County Health and Hospitals System
Utilization Factors YTD September 2008

System Hospitals Combined



Cook County Health Hospital System
Utilization Factors YTD September 2008

ACHN - Clinics



**ook County Health & Hospitals System
Utilization Factors**

<u>J.H. Stroger Hospital</u>	September	YTD Total	YTD Budget	YTD Variance	%% Variance
Admissions	1,939	19,351	19,377	(26)	-0.1%
Patient days	9,321	96,431	94,948	1,483	1.6%
Adjusted Patient Days	15,135	154,474	155,603	(1,129)	-0.7%
Emergency Room Visits	10,702	107,324	108,024	(700)	-0.6%
FTE's per Adjusted Occupied Bed**	9	9	8	0	3.6%
Case Mix Index	1	1	n/a		
Average Length of Stay	5	5	5	0	4.1%

<u>Provident Hospital</u>					
Admissions	419	4,268	4,552	(284)	-6.2%
Patient days	1,727	17,242	17,276	(34)	-0.2%
Adjusted Patient Days	2,814	28,727	22,966	5,761	25.1%
Emergency Room Visits	3,270	33,331	36,302	(2,971)	-8.2%
FTE's per Adjusted Occupied Bed**	7	7	10	(3)	-27.7%
Case Mix Index	1	1	n/a		
Average Length of Stay	4	4	4	0	5.5%

<u>Oak Forest Hospital</u>					
Admissions	256	2,314	1,878	436	23.2%
Patient days	1,902	21,004	17,042	3,962	23.2%
Adjusted Patient Days	2,894	30,170	23,732	6,438	27.1%
Emergency Room Visits	2,542	23,853	24,177	(324)	-1.3%
FTE's per Adjusted Occupied Bed**	11	11	14	(4)	-25.5%
Case Mix Index	1	1	n/a		
Average Length of Stay - Acute	5	7	8	(1)	-12.7%
Average Length of Stay - Rehab	16	15	16	(1)	-6.2%

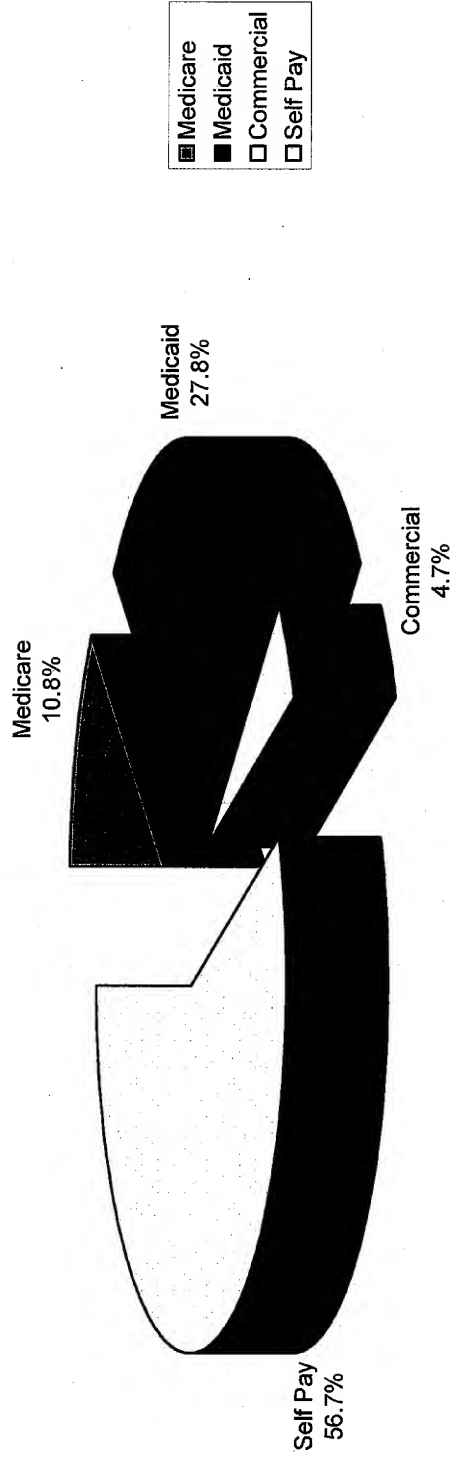
<u>Total System</u>					
Admissions	2,614	25,933	25,807	126	0.5%
Patient Days	12,950	134,677	129,266	5,411	4.2%
Adjusted Patient Days	20,843	213,371	202,301	11,070	5.5%
Emergency Room Visits	16,514	164,508	168,503	(3,995)	-2.4%

**Attending Physicians were included in Adjusted Occupied bed until the end of March

**ook County Health & Hospitals System
ACHN - Clinics**

Fantus/Stroger Campus	34,264	330,590	344,795	(14,205)	-4.1%
West Cluster	6,076	63,637	66,120	(2,483)	-3.8%
South Cluster	5,999	54,822	53,123	1,699	3.2%
South Suburban Cluster	3,107	31,864	30,271	1,593	5.3%
Total ACHN Visits	49,446	480,913	494,309	(13,396)	-2.7%

September YTD Payer Mix Comparison Cook County Health & Hospitals System Combined
IP/OP



Cook County Health and Hospitals System						
Top Ten DRG's for Each Facility September 2008						
Rank	John H. Stroger Hospital	DRG #	# of Cases	Pt Days	ALOS	MC/ALOS
1	Esophagitis, Gastroent & Misc digestive disorders w/o MCC	392	53	122	2.3	2.8
2	Red Blood Cell disorders w/o MCC	812	43	99	2.3	2.8
3	Vaginal Delivery w/o complicating diagnoses	775	38	128	3.4	2.1
4	Bronchitis & Asthma w/o CC/MCC	203	34	66	1.9	2.9
5	Cellulitis w/o MCC	603	32	99	3.1	3.9
6	Chest Pain	313	30	50	1.7	1.7
7	Uterine adnexa proc for non-malignancy w/o CC/MCC	743	27	113	4.2	2.1
8	Renal Failure w MCC	682	26	112	4.3	5.3
9	Alcohol/drug abuse or dependence w/o rehabilitation therapy w/o MCC	897	26	105	4.0	3.3
10	Heart Failure & Shock w/o CC/MCC	293	24	88	3.7	3.1
Rank	Oak Forest Hospital	DRG #	# of Cases	Pt Days	ALOS	MC/ALOS
1	Cellulitis w/o MCC	603	21	78	3.7	3.9
2	Chest Pain	313	19	45	2.4	1.7
3	Esophagitis, Gastroent & Misc digestive disorders w/o MCC	392	13	37	2.9	2.8
4	Heart Failure & Shock w CC	292	9	36	4.0	4.1
5	Cardiac Arrhythmia & Conduction disorders w/o CC/MCC	310	8	29	3.6	2.3
6	Cranial & periphal nerve disorders w/o MCC	74	6	30	5.0	3.4
7	Heart Failure & Shock w/o CC/MCC	293	5	14	2.8	3.1
8	Diabetes w/o CC/MCC	639	5	12	2.4	2.5
9	Nutritional & Misc Metabolic Disorders w/o MCC	641	5	11	2.2	3.1
10	Kidney & Urinary track infections	690	5	12	2.4	3.6
Rank	Provident Hospital	DRG #	# of Cases	Pt Days	ALOS	MC/ALOS
1	Chest Pain	313	30	83	2.8	1.7
2	Heart Failure & Shock w CC	292	22	125	5.7	4.1
3	Heart Failure & Shock w/o CC/MCC	293	20	56	2.8	3.1
4	Vaginal Delivery w/o complicating diagnoses	775	20	50	2.5	2.1
5	Heart Failure & Shock w MCC	291	16	61	4.4	5.1
6	Simple Pneumonia & Pleurisy w CC	194	14	55	5.0	4.5
7	Simple Pneumonia & Pleurisy w/o CC/MCC	195	11	26	2.6	3.5
8	Poisoning & toxic effects of drugs w/o MCC	918	10	17	1.7	2.1
9	Bronchitis & asthma w/o CC/MCC	203	10	16	2.0	2.9
10	Cellulitis w/o MCC	603	16	35	4.4	3.9

CCHHS
Analysis of Vendor Performance
8/1/08 to 9/30/08

Vendor Eligibility Referral - Performance

	Aug-08			Sep-08			Total			Grand Totals				
	GLM	HRM	CEA	ESI	GLM	HRM	CEA	ESI	GLM	HRM	CEA	ESI		
John H. Stroger Hospital														
Referred		257	148	349	249	250	207	421	274	507	355	770	523	2,155
Approved		24	24	227	25	47	33	206	34	71	57	433	59	620
Percentage Approved		9%	16%	65%	10%	19%	16%	49%	12%	14%	16%	56%	11%	29%
Provident Hospital														
Referred		72	29		83	69	39		46	141	68	0	129	338
Approved		32	25		14	20	17		16	52	42	0	30	124
Percentage Approved		44%	86%		17%	29%	44%		35%	37%	62%		23%	37%
Oak Forest Hospital														
Referred		41	18		49	27	36		29	68	54	0	78	200
Approved		6	3		6	11	0		11	17	3	0	17	37
Percentage Approved		15%	17%		12%	41%	0%		38%	25%	6%		22%	19%
Total Referred		370	195	349	381	346	282	421	349	716	477	770	730	2,693
Total Approved		62	52	227	45	78	50	206	61	140	102	433	106	781
Total Percentage Approved		17%	27%	65%	12%	23%	18%	49%	17%	20%	21%	56%	15%	29%

Analysis does not include GLM's 2432 activity

Cook County Health and Hospitals System
Report of the Meeting of the Finance Committee
November 24, 2008

ATTACHMENT #2

Cook County Health and Hospitals System

Policy Title: Removing Patient Accounts from Active Accounts Receivable

Date: November 21, 2008

Policy:

The Cook County Health and Hospitals System facilities will follow a well defined path to process patient accounts through the collection process. Accounts are first established in the Siemens active accounts receivable files. After all collection efforts have been exhausted accounts are moved to the Siemens Bad Debt System. At the point accounts are moved to the Siemens Bad Debt System they will be reserved at 100% of their remaining account balance. Accounts maintained in the Siemens Bad Debt System will be removed from active accounts receivable and placed in the Siemens Archive file on a monthly basis. The movement of accounts through the system is necessary to reduce file storage costs, improve reporting, and insure the maximum amounts will be collected by the System. This policy must also be followed to conform with the independent auditor's recommendation in the 1995 Management Letter to the Bureau of Health. The auditor's recommendation was to maintain the Bureau's active accounts receivable files to contain only accounts that are less than three years old. The monthly amount to be removed from active accounts receivable by the System will be limited to one twelfth of 90% of the Provision for Bad Debts as reported in the most recent audited financial statements. A final amount, if necessary, of accounts to be removed from active Accounts Receivable will be presented to the Finance Committee for approval after the completion of each year's independent audit.

Procedure:

- 1. Monthly reduction of Bad Debt System files-** Each month a number of accounts that exist in the Siemens Bad Debt System should be removed from the system and placed in the Archive file. Accounts that exist in the Siemens Bad Debt system are accounts that have already been processed through the normal accounts receivable collection efforts that include in some cases a referral to a collection agency and a subsequent return to the System after an unsuccessful attempt to collect the balance by the agency. These accounts will be fully reserved as uncollectible and the removal from the Bad Debt System is a file maintenance function.
- 2. Medicare Cross Over Bad Debts and other Medicare Bad Debt Accounts -** Medicare requires accounts to be removed from the system if they are to be claimed as reimbursable bad debts from Medicare. The accounts removed from the Bad Debt System will be moved to the Siemens Archive File. A list of these accounts will be maintained by the Patient Accounting Department to include with the Medicare Cost Report.

3. **Insurance account balances greater than three years old.** – Accounts with balances that are three years old, have been determined to be uncollectible, and can not be billed to a patient are to be moved to the Siemens Bad Debt System on a monthly basis for transfer to the Siemens Archive File.
4. **Annual clean up of files in excess of the monthly amounts** – At the point the audited financial statements are presented to the Finance Committee if there are files without any collection activity that are older than three years an additional request to perform a final annual clean up should be presented to the Finance Committee for approval. The request comes to the Finance Committee with a report documenting the need for the additional authorization to remove patient accounts from the active accounts receivable of the System.

Cook County Health and Hospitals System
Report of the Meeting of the Finance Committee
November 24, 2008

ATTACHMENT #3

Cook County Health and Hospitals System

Policy Title: Processing Self Pay Accounts, L.O.L. Accounts, and Bad Debt Accounts.

Date: November 21, 2008

Policy:

The Cook County Health and Hospitals System will employ all efforts to qualify patients first for coverage under the Medicaid or other programs that may be available to pay for patient services. If patients do not qualify for Medicaid or other programs that can pay for their services they will be evaluated to see if they qualify for discounted services under the Cook County L.O.L. program. If the patient is determined to be a self pay patient or a patient provided a discount under the L.O.L. program the System will attempt to collect amounts due to the System from the patient. The System will follow a defined process in the collection of self pay accounts to maintain system file sizes to save data storage costs, improve the ability to accurately report on the status of accounts receivable, and insure that collections are maximized.

Procedure:

All self pay accounts which include accounts associated with the L.O.L. program are to be processed through the Siemens system. The process to be followed is to insure that a reasonable effort is made to collect from all patients that can pay for their services. The System facilities will process all self pay accounts as follows:

1. **Patient balances less than \$2.00** – All self pay patient balances less than \$2.00 will be reduced to zero by the use of an automatic administrative allowance code. The impact of reducing the accounts receivable balance to zero through the use of an administrative allowance code will reduce the income in the period and reduce the accounts receivable balance at the same time. These allowances are not treated as Bad Debts. The System is reducing these balances to zero because the estimated cost of collection is greater than the potential cash collections for amounts less than \$2.00.
2. **Patient balances less than \$10.00** – All self pay patient balances less than \$10.00 will receive one patient statement. Patients will receive this statement 30 days after the date of service. At the 60th day after service if the balance of less than \$10.00 remains unpaid it will be removed from the active accounts receivable and recorded in the Siemens Bad Debt system. The impact of this transaction will be to reduce the active accounts receivable and reduce the balance sheet reserve for bad debts.
3. **Patient balances greater than \$10.00** – All self pay patients with balances greater than \$10.00 will receive at least three statements. The patient will receive the first statement at 30 days after the date of service. A second statement will be

sent at 60 days after the date of service if there is a balance due on the account. A third statement will be sent to the patient at 90 days after the date of service if there is still a balance due from the patient. At 120 days after the date of service if there is still a balance due from the patient and there has not been any payment activity in the last thirty days the account will be referred to the collection agency. The impact of the transaction will be to remove the account from the active self pay patient accounts receivable and record it in the active collection agency accounts receivable.

4. **Patient balances greater than \$10.00 with payment activity** – For self pay accounts where there has been payment activity in the last 30 days a statement with the remaining outstanding balance will be sent to the patient after the last payment made has been recorded in accounts receivable. If additional payment activity is not posted to the system in 30 days from the last statement the account maybe referred to the collection agency depending on the size of the remaining patient pay balance. The impact of this transaction will be to remove the account from the active self pay accounts receivable and record it in the active collection agency accounts receivable.
5. **Patient balance accounts returned from the collection agency** – All accounts returned from the collection agency as uncollectible will be recorded in the Siemens Bad Debt system and removed from the active collection agency accounts receivable. The impact of this transaction will be to remove the account from active accounts receivable and reduce the balance of the balance sheet reserve for bad debts.

Special Processing

1. **Balances for patient amounts after Medicare payments** – Patient balances for remaining amounts due after Medicare payments will follow the self pay process with several exceptions.
 - a. **Patients eligible for both Medicare and Medicaid** - Patients accounts with balances after Medicare has made payment will be billed to Medicaid. If Medicaid does not pay the account the account will be removed from the active accounts receivable and placed in the Medicare Bad Debt Accounts Receivable. The balance will not be referred to the collection agency. The System should receive payment from Medicare for this category of accounts. These accounts are termed Medicare/Medicaid Cross over Bad Debts. Cross Over Bad Debt accounts will be reimbursed through the Medicare settlement process.
 - b. **Balances due from patients after Medicare payments** – Patient pay balances for patients covered by Medicare who are not eligible for Medicaid are to be processed through the self pay collection cycle. If small balance accounts can not be placed with a collection agency and the patient has received three statements from the System facility through the data mailer series the accounts are to be removed from the active accounts receivable and placed in the Medicare Bad Debt Accounts Receivable. These accounts should be reimbursed by Medicare. All self pay amounts after Medicare pays that can be placed with a collection

agency must be placed with the collection agency and returned to the Bureau as uncollectible before Medicare will reimburse the account as a Medicare Bad Debt. At the point the collection agency returns the account as uncollectible the account will be removed from the active collection agency accounts receivable and placed in the Medicare Bad Debt Accounts Receivable. Medicare should reimburse the System for these accounts through the settlement of the Medicare Cost Report.

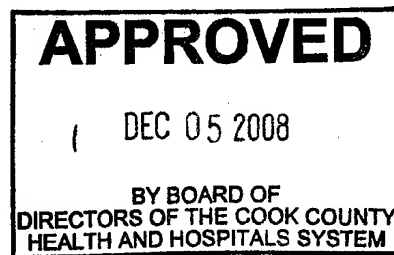
Cook County Health and Hospitals System
Report of the Meeting of the Finance Committee
November 24, 2008

ATTACHMENT #4

AS AMENDED

Cook County Health and Hospitals System

Authorization to ~~Extend Grant~~ *Accept increase in grant funds and*



Date: November 2, 2008

Sponsor: David Fagus
Chief Operating Officer

Operating Unit: Cermak Health Services

Description of Request *accept increase in grant funds and*
Requesting authorization to extend a grant for eight (8) months in the amount of \$105,478.00 with the AIDS Foundation of Chicago. The grant award will be used to continue the funding of two (2) case manager positions in the HIV/AIDS program.

Justification for this extension: Case Managers assist individuals and families access services within the HIV Case Management System.

Result of Extension The original AIDS Foundation of Chicago grant provided funding of \$39,499.00 for two case worker positions for the period of April 1, 2008 through July 31, 2008. This extended award will provide an additional \$105,478.00 to continue funding from August 1, 2008 through March 31, 2009.

Budget Information: The Budget Department has received all requisite documents, and determined the fiscal impact on Cook County, if any. The authorization to accept the original grant was given by the Cook County Board of Commissioners on July 1, 2008.

Signatures:

Sponsor

Operating Unit CFO

CCHHS Director
of Purchasing

CCHHS COO

David Fagus 11/03/08
Keri Mager 11/3/08
Leslie H. Jeffery

Cook County Health and Hospitals System

Request to Increase Contract Amount

APPROVED

DEC 05 2008

BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

Date: November 6, 2008

Sponsor: David Fagus
Chief Operating Officer

Operating Unit: Cermak Health Services at the Juvenile Temporary Detention Center

**Description of
Request**

The Bureau of Health currently has a contract with Gareda Diversified Business Service (Contract #08-41-140) to provide nurse registry services. Cermak requests an increase to this amount to allow for additional services to be provided by this vendor.

**Justification for
this amendment:**

The Juvenile Temporary Detention Center is under contract with two nurse registries to provide services on an as needed basis. Due to the inability of the other registry service to supply staff, CHS has relied upon Gareda to satisfy the need for nurses. There has and will not be any increase in the utilization of registry services as a whole. Rather, this increase provides for the unanticipated use of one agency versus the other.

**Resulting Amendment
to the Cost of the
Contract :**

Cermak Original Contract Amount	\$42,560.00
Increase requested	<u>25,000.00</u>
Adjusted Contract Amount	\$67,560.00

Budget information:

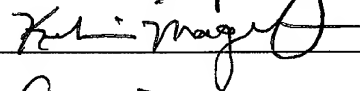
The cost for this contract amendment has been provided for within the current operating budget for Cermak at JTDC 568-275.

Signatures:

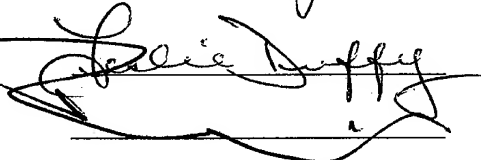
Sponsor



Operating Unit CFO



CCHHS Director
of Purchasing

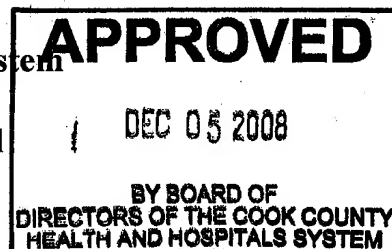


CCHHS COO

AS AMENDED

Cook County Health and Hospitals System

Contract Item for Board Approval
Contract Extension



Date: 11/10/2008

Sponsor: David R. Small, F.A.C.H.E., Interim Chief Executive Officer

Operating Unit: Cook County Health and Hospital Systems

Description of Service: Requesting approval to extend contract 06-72-342 Re-bid from 12/2/08 thru 2/1/09 with DaVita, Inc (formerly Lincoln Park Dialysis Services Inc), 614 Executive Drive, Willowbrook, IL 60527 for the provision of hemodialysis and apheresis services for Oak Forest Hospital and Provident Hospital of Cook County, and Cermak Health Services.

Justification for this contract: This extension will allow us to continue providing this critical service until the bid, evaluation, award and implementation of a new contract.

Cost of the contract and terms: This contract was originally awarded by the Cook County Board on 11/2/06 in the amount of \$1,308,200.00 for a two-year period.

Budget information: Fiscal impact \$0. 898 / 891-260.

Signatures:

Operating Unit CFO

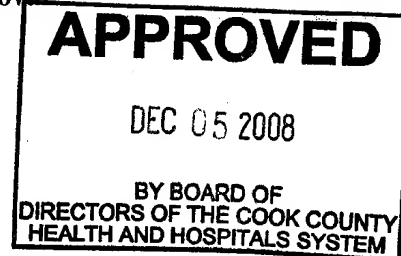
CCHHS Director
of Purchasing

CCHHS CEO

Three handwritten signatures are present, each written over a horizontal line. The first signature is for the Operating Unit CFO, the second is for the CCHHS Director of Purchasing, and the third is for the CCHHS CEO.

**Cook County Health and Hospitals System
Proposed Contract Amendment for Board Approval**

REQUEST TO EXTEND A CONTRACT



Sponsor:

Johnny C. Brown, COO
John H. Stroger, Jr. Hospital of Cook County

Operating Unit:

Department of Professional Affairs, Division of Buildings and Grounds

**Description of
Existing Contract:**

Contract # 05-53-614 with Anchor Mechanical, Inc. was approved by the Cook County Board of Commissioners on November 1, 2005 and is for the provision of maintenance and repair of refrigeration and ventilation equipment/utilities throughout the hospital campus the expiration date of the current contract is November 15, 2008.

**Justification for
this amendment:**

Authorization is requested to amend and extend the current contract to allow sufficient time for the bidding, evaluation, award and implementation of the new contract.

**Resulting Amendment
To the Cost of the
Contract:**

Estimated fiscal impact: **None.**

Contract Extension:

November 16, 2008 through February 15, 2009.

Budget Information:

The cost for this contract has been provided for within the current operating budget for the Department of Buildings and Grounds. (Account Number 540320.)

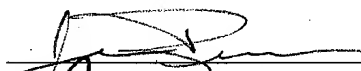

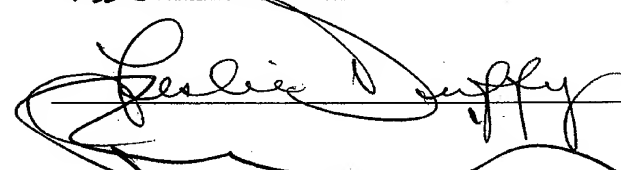
Signatures:

Sponsor:

CCHHS C.F.O.

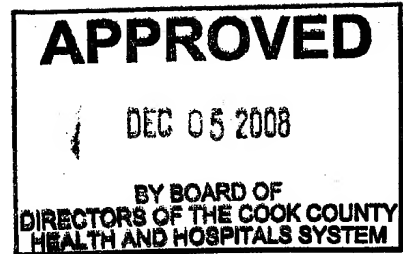
CCHHS Director
Of Purchasing

CCHHS CEO

4

Cook County Health and Hospitals System



Sponsor: Sandra Ankebrant, Chief Operating Officer

Operating Unit: Ambulatory Community Health Network of Cook County

Description of Service: Request to increase by \$87,874.80 and extend for (3) months (November 1, 2008 through January 31, 2009), Contract #06-53-606 with Moore Security/Aerofund Financial, Security Services for 9 Ambulatory Community Healthcare Clinics.

Justification for This contract: This request is necessary to allow sufficient time for the evaluation, award and implementation of the new contract.

Cost of the Current Contract:
Fiscal Impact: \$29,291.60 FY2008
Fiscal Impact \$58,583.20 FY2009
Total Amount of increase is \$87,874.80

Budget Information :(Account Number 893-260)

Signatures:

Sponsor:

A handwritten signature in cursive script, appearing to read "Sandra Ankebrant", written over a horizontal line.

Operating Unit C.F.O.

CCHHS Director
Of Purchasing

A handwritten signature in cursive script, appearing to read "Leslie Duffey", written over a horizontal line.

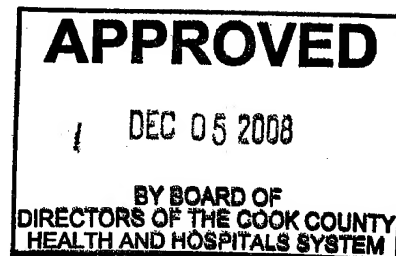
CCHHS C.O.O.

COOK COUNTY HEALTH AND HOSPITALS SYSTEM
Request to Renew, Enter into, Award & Execute Contract

Date: November 24, 2008

Sponsor: Joanne Dulski
System-Wide Administrator

Operating Unit: Department of Pathology, CCHHS



Description of Services: UIC Department of Pathology (840 S. Wood St. Rm. 130 CSN Chicago, IL 60612) for the provision of Neuropathology Consulting Services with Emmanuel Utset, M.D.

Justification for This Contract: The Section of Anatomic Pathology is requesting to renew our current Contract No. 08-45-188 with Dr. Utset as Sole Source. This Agreement will provide for a prime attending in Neuropathology for Stroger Hospital Pathology and backup. At this time, Anatomic Pathology does not have anyone with the essential training and expertise in the discipline of Neuropathology.

Cost of Contract & Terms: Renewal of Contract: 08-45-188
Contract Amount: \$128,818.00
Contract Period: 12/1/2008 thru 11/30/2009

Budget Info: Fiscal Impact: \$128,818.00
Budget Account: #155
Requisition #: 88970008

Signatures:

Operating Unit CFO

A handwritten signature in dark ink, appearing to be "Det. C. L.", written over a horizontal line.

CCHHS Director of Purchasing

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CCHHS CEO

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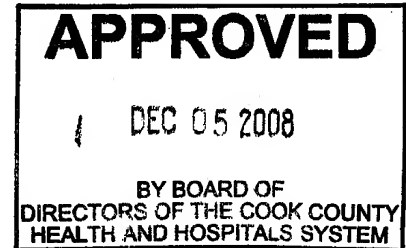
6

COOK COUNTY HEALTH AND HOSPITALS SYSTEM
Request to Renew, Enter into, Award & Execute Contract

Date: November 24, 2008

Sponsor: Kelly F. Russell, M.D.
Chairman

Operating Unit: Department of Adult Cardiology, CCHHS



Description of Services: Medtronic/AVE (P.O. Box 1803 Minneapolis, MN 55485)
for the purchase of Coronary Arterial Stents (Contract No. 05-41-51).

Justification for This Contract: Request to renew contract with Medtronic as Sole Source.
These stents are specifically used in our Cath Lab During coronary angioplasty and are inserted into a patient to keep the blood vessels open. Medtronic is the Sole Source Manufacture and Distributor of these stents.

Cost of Contract & Terms: Renewal of Contract: 05-41-51
2 Year Contract: 12/1/08 – 11/30/10
2009 - \$475,000.00
2010 - \$475,000.00

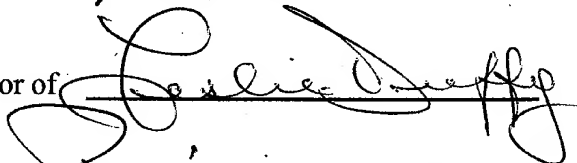
Budget Info: Fiscal Impact: \$950,000.00
Budget Account: #360
Requisition #: 88970010

Signatures:

Operating Unit CFO



CCHHS Director of
Purchasing



CCHHS CEO



Cook County Health and Hospitals System

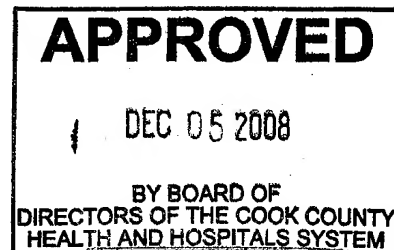
Contract Item for Board Approval

Enter into a Contract and Execute

Date: 9/24/08

Sponsor: Sylvia Edwards
Chief Operating Officer

Operating Unit: Oak Forest Hospital of Cook County



Description of Service: Requesting approval to enter into a contract for a two year period with James Schiappa, M.D., 7722 S. Kedzie, Chicago, IL 60652, 773-737-3400 for the provision of Orthopedic Services.

Justification for this contract: After receiving and evaluating two (2) Request for Qualifications (RFQs), James Schiappa, M.D. was chosen for the following criteria: a) his extensive experience in the public health sector, b) he is currently credentialed by the Medical Staff Credentialing Committee which allows his services to be used immediately, c) his proposal was the lowest which will entitle the County a fiscal savings of \$243,978.00 per year for 24 hour, 7 day coverage.

Cost of the contract and terms:

Contract Period: 8/20/08 – 8/19/2010
\$460,008.00 (\$230,004.00 for 1st year
\$230,004.00 for 2nd year)

Budget information: 898 / 272

Signatures:

Sponsor COO

x Sylvia Edwards

Operating Unit CFO

x Joe Cookinham

CCHHS Director
of Purchasing

CCHHS CEO

Berlin J. Jaffer

8

COOK COUNTY HEALTH AND HOSPITALS SYSTEM
Request to Enter Into Award & Execute Contract

APPROVED

DEC 05 2008

BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

Date: November 24, 2008

Sponsor: Richard Keen, MD
Chairman

Operating Unit: Department of Surgery, CCHS

Description of Services: TSO3 (2505 Dalton Ave. Quebec, Canada, G1P 3S5) for the purchase of Sterilization System 1251 OZONE TSO3 low Temp/dry sterilization for moisture/heat Sensitive medical instruments/devices

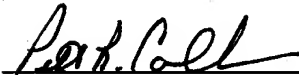
Justification for This Contract: TSO3 is the sole manufacturer and distributor of the SteriZone 125L Ozone Sterilizer. The current equipment is 5-6 years old and has had many repair issues. The operational life has reached its end. The new requested products are safer cleaner and effects. There are no like products available.

Cost of Contract And Terms: The amount requested: \$514,000.00

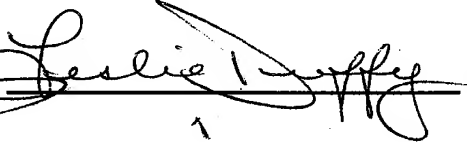
Budget Info: Fiscal Impact: \$514,000.00
Budget Account: #897 / 1496
Requisition #: 88974056

Signatures:

Operating Unit CFO



CCHHS Director of
Purchasing



CCHHS CEO



9

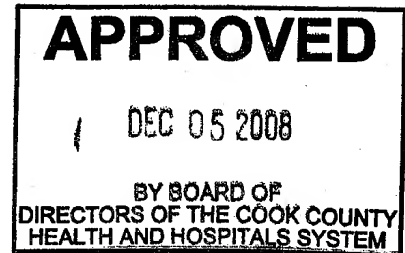
COOK COUNTY HEALTH AND HOSPITALS SYSTEM

Request to Enter into, Award & Execute Contract

Date: November 24, 2008

Sponsor: Bradley Langer, M.D.
Chairman

Operating Unit: Department of Radiology, CCHHS



Description of Services: Request to Enter in a Sole Source Contract with Ethicon Incorporation (4545 Creek Rd. Cincinnati, OH 45242) for the purchase of Biopsy System Mammutone Supplies.

Justification for This Contract: Request for a 2 year Contract with Ethicon versus a one year contract so as to avoid Ethicon's extremely long Contract process which has for the past several years resulted in the Mammography Department having to submit Emergency orders to avoid running out of vital supplies to perform Breast Biopsies. **Ethicon Endo-Surgery is the Sole Manufacturer and distributor of the Mammutome Biopsy System, which includes the control module, holsters, associated capital equipment, probes, markers, and accessory components.**

Cost of Contract & Terms: 2 Year Contract Amount: \$422,192.80
Contract Period: 01/01/2009 thru 12/31/2010

Budget Info: Fiscal Impact: \$422,192.80
Budget Account: #360
Requisition #: 88970005

Signatures:

Operating Unit CFO

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CCHHS Director of
Purchasing

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CCHHS CEO

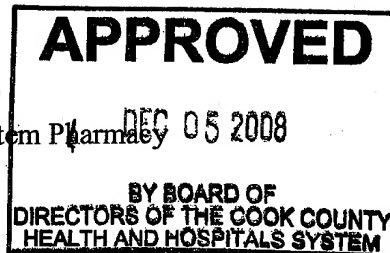
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10

AS AMENDED

Cook County Health and Hospitals System

Contract Item for Board Approval



Sponsor:

Martin Grant, R.Ph., Health and Hospital System Pharmacy
Director

Operating Unit:

Health and Hospital System Pharmacy Administration

**Description of
Service:**

This proposed contract with Automated Technologies is for the approval of purchase of automated medication filling equipment for the new central fill/mail order pharmacy that is being constructed by Cook County Capital Planning and Policy at both Oak Forest Hospital.

**Justification for
this contract:**

This equipment is needed in order to outfit the new pharmacy being constructed with automation. This high capacity equipment is capable of filling up to 10,000 prescriptions per shift. The only two known companies that manufacture such high volume equipment were both studied. This equipment by Automated Technologies (OptiFill) has the following features:

- Ability to fit into the available space. The Automated equipment requires a ceiling height of 9'. The other equipment requires a ceiling height of 15'.
- Utilization of MMS Raman spectroscopy that scans a filled prescription bottle to positively identify the contents by using a proprietary chemical signature database. This confirms a match between drug prescribed and drug filled to ensure medication safety.
- The system automatically fills and photographs the contents of oral solid medication bottles for future reference.
- Flags and diverts for inspection prescription bottles that are detected to contain a possible foreign object.
- Flags and diverts for inspection the first few bottles filled from a canister that was restocked.

**Cost of the contract
and terms:**

This is a one time purchase with the inclusion of a 3 year maintenance agreement commencing after the equipment is installed. The cost of this contract including installation is \$3,315,150.68.

11

AS AMENDED

Budget information: The cost for this contract has been provided for within the current capital budget for Capital Planning & Policy, Budget Unit # 71700031, Account # 567020.

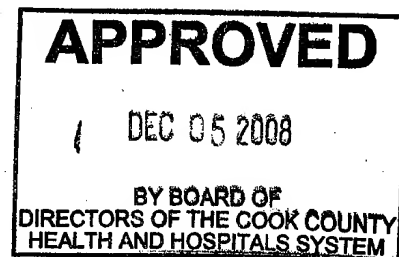
Signatures:

Sponsor

Operating Unit CFO

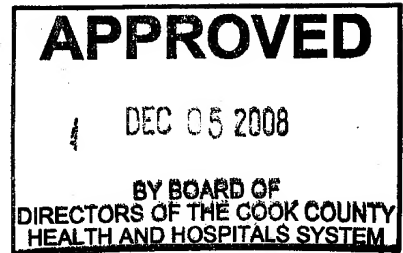
CCHHS Director
of Purchasing

CCHHS COO



COOK COUNTY HEALTH AND HOSPITALS SYSTEM

Request to Execute Contract



Date: November 24, 2008

Sponsor: David Small
Interim CEO

Operating Unit: CCHHS

Description of Services: Requesting execution for contract #08-41-327 with Suburban Primary Health Care Council (2225 Enterprise Drive #2507, Westchester, IL 60154) for the provision of Access to Care Program.

Justification for This Contract: This Contract as met with MBE/WBE Ordinance Requirements and in order to receive a P.O. from Downtown, Contract No. 08-41-327 needs to be executed.

Cost of Contract and Terms: Total Amount for 1 Year: \$2,000,000.00

Budget Info: Fiscal Impact: \$2,000,000.00
Budget Account: 897 / 277
Req. No. 88900520

Signatures:

Operating Unit CFO

A handwritten signature in dark ink, appearing to read "Leah Bell", written over a horizontal line.

CCHHS Director of
Purchasing

A handwritten signature in dark ink, appearing to read "Laurie Deffenhafer", written over a horizontal line.

CCHHS CEO

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Cook County Health and Hospitals System

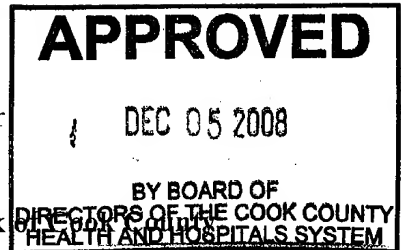
Contract Execution for Board Approval

Sponsor:

Sandra Ankebrant, Chief Operating Officer

Operating Unit:

Ambulatory Community Health Network



Description of

Service:

IRIS is proprietary software that belongs to Proximare Health, Inc. Proximare Health, Inc developed and customized this software for Cook County Bureau of health Services since its inception, and has sole knowledge of the code structure and data base schema. The software currently is housed on a server operated by Proximare Health, Inc. As designer of this customized software package. Proximare Health, Inc is the only known company to provide this service at this time. The IRIS is a Web based system that has been implemented to improve the quality and efficiency of patient referrals to specialty care and diagnostic services at the systems ACHN and enhance access to these needed resources for the safety net. The system incorporates dynamic embedded clinic entrance rule that facilitate application of clinical guidelines and administrative policies consistently to all provided users, rationalizing access to resources. IRIS tracks and manages each referral through the appointing process, and provides patient appointment information via interface to an automated telephone notification system and a 24 x 7 automated patient appointment inquiry line. The IRIS software application, (currently version 4.0.x) supporting the County's referral system runs on servers utilizing the Microsoft Windows 2003 Operating System and further utilizes Microsoft DQL Server 2005, ASP.NET2, JavaScript , and CSS. Contract period 7/15/2008 to 7/14/2009

Justification for

Execution:

Authorization to for the Purchasing Agent to enter into contract with Proximare Health, Inc. The Office of Contract Compliance has reviewed this Contract and found Proximare Health, Inc to be responsive to the Ordinance and meets MBE/WBE ordinance requirements.

Cost of the contract

And terms:

Fiscal Impact \$83,000 in FY2008

Fiscal Impact \$118,000 in FY2009

Total Amount of Contract \$201,000.00

12

12

13

Budget Information:

The cost for this contact has been provided for within the current operating budget for Name of operating unit (Account Number 893-260)

Signatures:

Sponsor:

Operating Unit C.F.O.

CCHHS Director
Of Purchasing

CCHHS C.O.O.

Sandra Anderson

Leslie Duffey

APPROVED

DEC 05 2008

BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

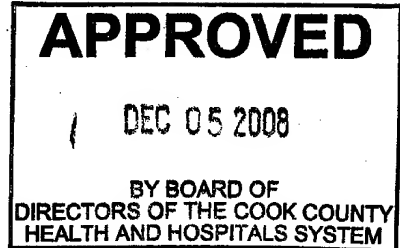
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COOK COUNTY HEALTH AND HOSPITALS SYSTEM

Request to Execute Contract



Date: November 24, 2008

Sponsor: Marty Grant
Bureau Chief of Pharmacy

Operating Unit: CCHHS

Description of Services: Requesting Execution of Contract #08-41-270 with **Cardinal Health Solutions, Inc (3750 Torrey View Court)** for the provision of **Drug Dispensing System Upgrade**.

Justification for This Contract: This Contract as met with MBE/WBE Ordinance Requirements and in order to receive a P.O. from Downtown, Contract No. 08-41-270 needs to be executed.

Cost of Contract And Terms: **The amount requested: \$2,832,908.00**
One-time purchase effective after proper execution of contract

Budget Info: **Fiscal Impact: \$2,832,908.00**
Budget Account: #897 / 361
Requisition #: 88974006

Signatures:

Operating Unit CFO

A handwritten signature in black ink, appearing to be "P. B. Bell", written over a horizontal line.

CCHHS Director of
Purchasing

A handwritten signature in black ink, appearing to be "L. J. Jaffy", written over a horizontal line.

CCHHS CEO

A handwritten signature in black ink, appearing to be "L. J. Jaffy", written over a horizontal line.

**COOK COUNTY HEALTH AND HOSPITAL SYSTEMS
EXECUTE CONTRACT**

Date: November 19, 2008

Sponsor: Julie Bonello,
Chief Information Officer

Operating Unit: Cook County Health and Hospital
Health Information Systems

**Description of
Services:**

Requesting to execute contract 8-41-360, software maintenance with QuadraMed Corporation, Reston, Virginia. QuadraMed is the encoding software used by all Medical Records departments to code procedures and diagnosis.

**Justification for
this Contract:**

QuadraMed Corporation is the manufacturer and the only known source of maintenance and support of the existing software system. The software system allows the system to identify patient care consumption by severity of diagnosis, allocate resources accordingly, elevate productivity and staffing effectiveness, generate data for budget projection, management and strategic planning.

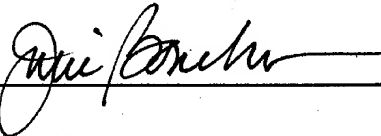
**Cost of the Increase
and Terms:**

This contract is in the amount of \$210,415.89 with a duration period of three years, effective 04/09/2008 through 04/08/2011.

Budget Information:

Fiscal Impact: \$210,415.89
Budget Account: 441
Account Description: Maintenance and Repair of Data Processing Equipment

Signatures:
Sponsor

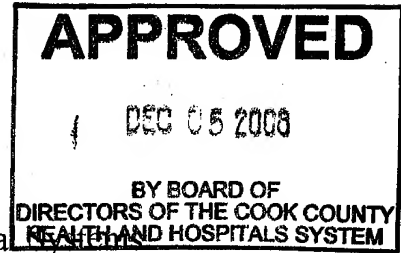


Operating Unit CFO

**CCHHS Director
of Purchasing**



CCHHS COO



COOK COUNTY HEALTH AND HOSPITALS SYSTEM
REQUESTING TO EXECUTE CONTRACT

Date: November 19, 2008

Sponsor: Julie Bonello
Chief Information Officer

Operating Unit: Cook County Health and Hospitals System

Description of services:

Requesting to execute contract with Softek Solutions Inc. Prairie Village, Kansas. To provide management/monitoring Maintenance support for Cerner Millennium.

Justification for this contract:

The system allows the information Technologies Dept to monitor and manage the Millennium system.
Date of contract: July 1, 2008 through June 30, 2011

Cost of the contract and terms:

Fiscal Impact \$451,554.00

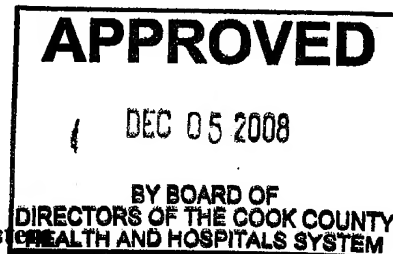
Budget Information; (890-441) Account

Signatures:

CCHHS CFO _____

**CCHHS Director
Of Purchasing** _____

CCHHS CEO _____



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**COOK COUNTY HEALTH AND HOSPITAL SYSTEMS
EXECUTE CONTRACT**

APPROVED

4 DEC 05 2008

BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

Date: November 19, 2008

Sponsor: Julie Bonello,
Chief Information Officer

Operating Unit: Cook County Health and Hospital Systems
Health Information Systems

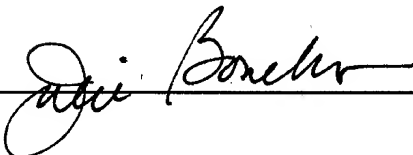
Description of Services: Requesting to execute contract 8-41-371, software maintenance with Per-Se Technologies for outpatient pharmacy systems currently installed and in use throughout the CCBHS.

Justification for this Contract: Per-Se Technologies is the outpatient pharmacy system used to fill all outpatient prescriptions.

Cost of the Increase and Terms: This contract is in the amount of \$237,000.00 with a duration period of one year, effective 01/01/2008 through 11/30/2009.

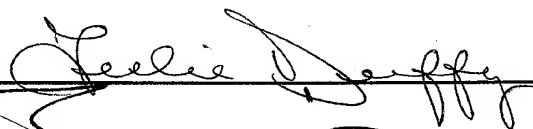
Budget Information: Fiscal Impact: \$237,000.00. Budget Account: 441
Account Description: Maintenance and Repair of Data Processing Equipment

Signatures:
Sponsor



Operating Unit CFO

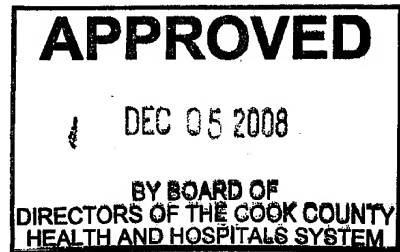
**CCHHS Director
of Purchasing**



CCHHS COO



**COOK COUNTY HEALTH AND HOSPITAL SYSTEMS
EXECUTE CONTRACT**



Date: November 19, 2008

Sponsor: Julie Bonello,
Chief Information Officer

Operating Unit: Cook County Health and Hospital Systems
Health Information Systems

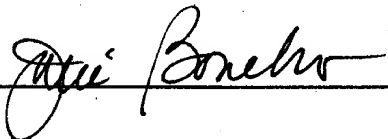
Description of Services: Requesting to execute contract OMP 8-45-2238, for online clinical subscription services with UptoDate.

Justification for this Contract: This service allows clinicians access to current and accurate clinical information that helps institutions improve quality of care and increase patient safety. Our clinicians use this service daily.

Cost of the Increase and Terms: This contract is in the amount of \$76,835.00 with a duration period of two years, effective 04/01/2008 through 03/30/2010.

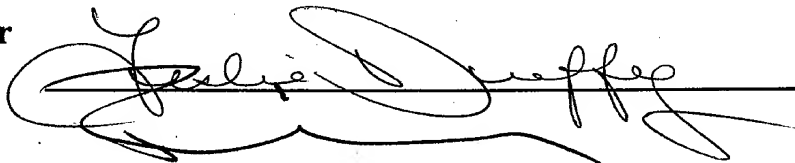
Budget Information: Fiscal Impact: \$76,835.00
Budget Account: 441
Account Description: Maintenance and Repair of Data Processing Equipment

Signatures:
Sponsor



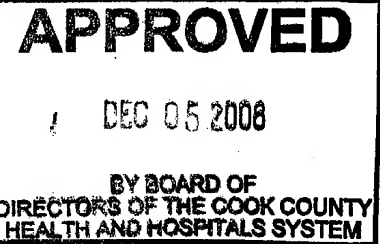
Operating Unit CFO

**CCHHS Director
of Purchasing**



CCHHS COO

AS AMENDED
COOK COUNTY HEALTH AND HOSPITALS SYSTEM
Request to Execute Contract



Date: November 24, 2008

Sponsor: Richard Keen, MD
Chairman

Operating Unit: Department of Surgery\Perioperative, CCHS

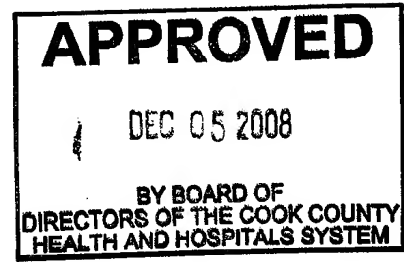
Description of Services: To Execute a number of Contracts for the purchase of Surgical Orthopaedic implant, fixative devices and consumable supplies for the John H. Stroger, Jr. Hospital of Cook County

<u>Justification for This Contract:</u>	<u>Req. No.</u>	<u>Vendor</u>	<u>Amount</u>
	88970568	Stryker Orhopaedics Chicago, IL	\$3,260,816.00
	88970567	Synthes, USA West Chester, Pennsylvania	\$1,847,213.00
	88970565	Stryker Spine Wood Dale, IL	\$1,200,000.00
	88970570	Smith &Nephew Inc. Memphis, Tennessee	\$562,436.00
	88970569	DePuy Warsaw, Indiana	\$425,535.00
	88970571	Zimmer Daniel Elgin, IL	\$367,500.00
	88970572	DePuy Spine Paoli, Pennsylvania	\$320,000.00
	88970566	Synthes Spine Raynham, Massachusetts	\$320,000.00 100,000.00

The supplies and implants requested herein are single patient use items, which are replacement parts for existing orthopaedic surgical systems. Components of one system are not interchangeable with other instruments. The above

AS AMENDED

vendors are the only known manufactures and distributors for these items. These items have been approved and now **this contract needs to be executed in order to receive a P.O From Down Town.**



Cost of Contract
And Terms:

Total Fiscal Impact: \$8,083,500.00

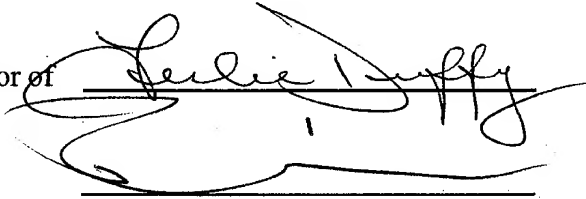
Contract Period: 09/01/08 through 08/31/09

Signatures:

Operating Unit CFO _____

CCHHS Director of
Purchasing

CCHHS CEO

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COOK COUNTY HEALTH AND HOSPITALS SYSTEM

Request to Award & Execute Contract

APPROVED

DEC 05 2008

BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

Date: November 24, 2008

Sponsor: Johnny C. Brown \ Sydney Thomas
Chief Operating Officer

Operating Unit: Stroger Hospital \ Provident Hospital

Description of Services: Sami Distributors, 6530 Double Eagle Drive Ste 502,
Woodridge, IL 60517 for the provision of
Radiopharmaceuticals.

Justification for This Contract: A request for bid proposals was initiated, bid proposals evaluated by the user department/service and Sami Distributors was chosen by virtue of them meeting all specifications, meeting MBE/WBE ordinance requirements, and being the lowest bidder. **In order to receive a P.O. from downtown, this contract needs to be awarded and executed.**

Cost of Contract And Terms: Contract No. 08-72-0261
Requisition No. 88970422 \ 88911151
Total Cost for 1 year: \$1,799,854.29

Budget Info: Fiscal Impact: \$1,799,854.29
Budget Account: 897 / 540

Signatures:

Operating Unit CFO

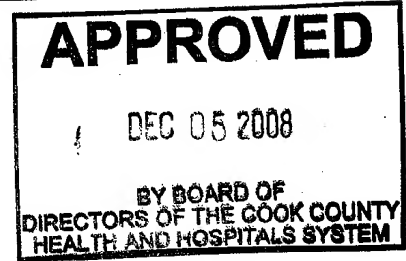
CCHHS Director of
Purchasing

CCHHS CEO

20

COOK COUNTY HEALTH AND HOSPITALS SYSTEM

Request to Award & Execute Contract



Date: November 24, 2008

Sponsor: Joanne Dulski
System-Wide Administrator

Operating Unit: Department of Pathology, CCHHS

Description of Services: Northwestern Pharmaceuticals & Supply Corporation,
7301 N. Lincoln Ave. #196 Lincolnwood, IL 60712 for the
purchase of Reagents, Hematology controls and supplies.

Justification for This Contract: A request for bid proposals was initiated, bid proposals evaluated
by the user department/service and Northwestern Pharmaceuticals
was chosen by virtue of them meeting all specifications, meeting
MBE/WBE ordinance requirements, and being the lowest bidder.
**In order to receive a P.O. from downtown, this contract needs
to be awarded and executed.**

Cost of Contract and Terms: Contract #: 08-73-240
3 year Contract for: \$768,591.75

Budget Info: Fiscal Impact: \$768,591.75
Budget Account: 897 / 362
Requisition #: 88970406

Signatures:

Operating Unit CFO

A handwritten signature in black ink, appearing to be "D. Dulski", written over a horizontal line.

CCHHS Director of
Purchasing

A handwritten signature in black ink, appearing to be "Joanne Dulski", written over a horizontal line.

CCHHS CEO

A handwritten signature in black ink, appearing to be "Joanne Dulski", written over a horizontal line.

**Cook County Health and Hospital Systems
Finance Committee
Contract Item for Board Approval,**

Sponsor: David R. Small, F.A.C.H.E. Interim Chief Executive Officer,

Operating Unit: Cook County Health and Hospital Systems

Description of Service:

Authorization is requested to enter into contract with Bioelectronic Engineering & Medical Supplies for the provision of Adult Disposable Diapers. Contract number 08-15-511H.

Justification for this contract:

Bioelectronic Engineering & Medical Supplies lowest qualified bidder meeting specifications.

Section II (Items 4 through 6): Shall be awarded in whole to one manufacturer / vendor to allow for compatibility between products. Atlas & Associates bid an each price not a pack price as stated.


Cost of the contract and terms:

This is a 24 month contract to commence December 1, 2008 and end on November 30, 2010. The total anticipated cost of this contract is \$134,237.98.

Budget information: The cost for this contract has been provided for within the current operating budget of 2008 and future year funds for Medical and Surgical Supplies 240/891/897/898-362 Account.

Signatures:

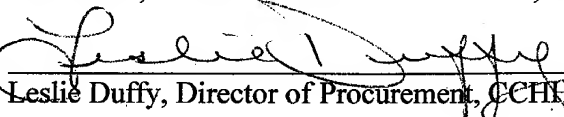
Sponsor

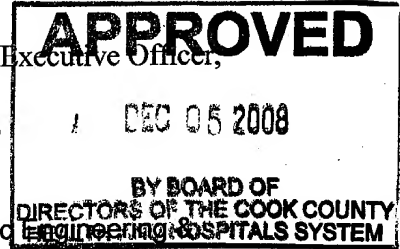

David R. Small, F.A.C.H.E., Interim CEO, CCHHS

Operating Unit CFO


Pitt Calkin, Interim Chief Financial Officer, CCHHS

Director, Purchasing


Leslie Duffy, Director of Procurement, CCHHS



22

THE BOARD OF COMMISSIONERS

TODD H. STROGER

PRESIDENT

EARLEAN COLLINS	1st Dist.	PETER N. SILVESTRI	9th Dist.
ROBERT STEELE	2nd Dist.	MIKE QUIGLEY	10th Dist.
JERRY BUTLER	3rd Dist.	JOHN P. DALEY	11th Dist.
WILLIAM M. BEAVERS	4th Dist.	FORREST CLAYPOOL	12th Dist.
DEBORAH SIMS	5th Dist.	LARRY SUFFREDIN	13th Dist.
JOAN PATRICIA MURPHY	6th Dist.	GREGG BOSLIN	14th Dist.
JOSEPH MARIO MORENO	7th Dist.	TIMOTHY O. SCHNEIDER	15th Dist.
ROBERTO MALDONADO	8th Dist.	ANTHONY J. PERAICA	16th Dist.
		ELIZABETH ANN BOODY GORMAN	17th Dist.

COOK COUNTY
OFFICE OF CONTRACT COMPLIANCEBETTY HANCOCK PERRY
DIRECTOR

118 North Clark Street, Room 1020
Chicago, Illinois 60602-1304
E-MAIL: hhperry@cookcountygov.com
TEL (312) 603-5502
FAX (312) 603-4547

November 6, 2008

Ms. Carmen Triche-Colvin
Purchasing Agent
County Building-Room 1018
Chicago, Illinois 60602

Re: Contract No.08-15-511H

Dear Ms. Triche-Colvin:

The following bid for the above referenced contract has been reviewed for compliance with the General Conditions regarding the Minority and Women Owned Business Enterprises Ordinance and has been found to be responsive to the Ordinance:

Bidder: Bioelectronic Engineering & Medical Supplies, (B.E.A.M.S.)
Bid Amount: \$134,237.98

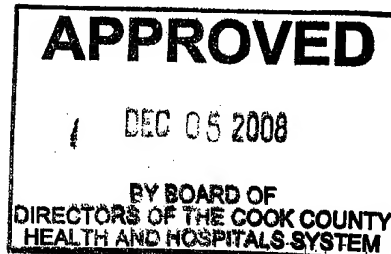
<u>M/WBE</u>	<u>Status</u>	<u>Dollar Amount</u>	<u>%</u>
Bio-Tek Medical Supplies, Inc.	MBE-8	\$33,559.49 (D)	25%
Beverly A. Simpson, Inc.	WBE-7	\$13,423.79 (I)	10%

The Office of Contract Compliance has been advised by the requesting department that no other bidders are being recommended for award.

Sincerely,

Betty Hancock Perry
Betty Hancock Perry
Contract Compliance Administrator
BHP/mrf

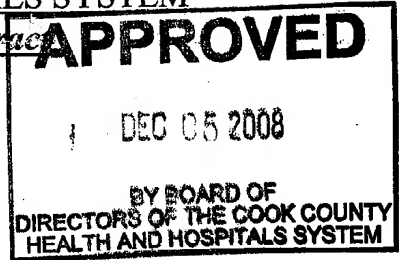
cc: Cook County Bureau of Health Services



OFFICE OF
PURCHASING
08 NOV -7 10:00

22₂

AS AMENDED
COOK COUNTY HEALTH AND HOSPITALS SYSTEM
Request to Award & Execute Contract



Date: November 24, 2008

Sponsor: David Small
Interim CEO

Operating Unit: Department of Radiology, CCHHS

Description of Services: Smith-Thomas-Williams Healthcare, LLC, 7998 Lola Circle
Navarre, IL 32566 for the provision of Temporary Radiology
and Laboratory Staffing (Contract No. 08-73-197).

Justification for This Contract: The tabulations have been reviewed and recommended award in whole, by section, to the lowest qualified bidder meeting specifications. **In order to receive a P.O. from Downtown this Contract needs to be Awarded & Executed.**

<u>Cost of Contract And Terms:</u>	Section:	I	Amount:	\$ 1,740,480.00
		II		\$ 230,790.00
		III		\$ 364,800.00
		IV		\$ 196,080.00
		V		\$ 151,200.00
		VI		\$ 3,780.00
		VII		\$ 143,520.00
		VII-XVII		\$ 530,784.00
		Total:		\$ 3,361,434.00

Budget Info: Contract Period: 12/07/08 to 12/06/09
Fiscal Impact: \$3,361,434.00
Budget Account: #129
Req. No.'s 88910104, 88970052, 88980089, 88910105, 88970323,
82400116

Signatures:

Operating Unit CFO

CCHHS Director of
Purchasing

CCHHS CEO

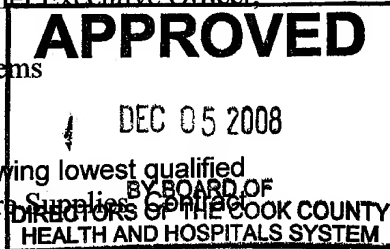
**Cook County Health and Hospital Systems
Finance Committee
Contract Item for Board Approval,**

Sponsor: David R. Small, F.A.C.H.E. Interim Chief Executive Officer

Operating Unit: Cook County Health and Hospital Systems

Description of Service:

Authorization is requested to enter into contract with the following lowest qualified bidders meeting specifications for the provision of Patient Care Supplies BY BOARD OF DIRECTORS OF THE COOK COUNTY HEALTH AND HOSPITALS SYSTEM number 08-15-165H.



Justification for this contract:

Bioelectronic Engineering & Medical Supplies is the lowest qualified bidder meeting specifications for Items 1, 2, 6, 7, 8, 9, 10, 13, 14, 15, 16, 17, 18, 22, 24, 27, 33 Base, 34, 37, 38, 39, 43, 44, 51, 54, 57, 61, 62, 69, 70, 74, 88, 93, 114, 115, 150, 151, 152, 153, 162, 169, 170, 183, 191, 192, 194, 195, 196, 197, 198, 206, 207, 213, 228, 233, 236, 247, 249, 254, 255, 256, 259, 260 and 263.

Items 1 and 2: The apparent lowest bidders, Ekla Corporation and Kash Industries, Inc., while meeting specifications, were found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator.

Items 6, 7, 8, 114 and 115: The apparent lowest bidder, Sami Distributors, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator.

Items 9 and 10: The apparent lowest bidder, Elite Medical Products Inc., while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator.

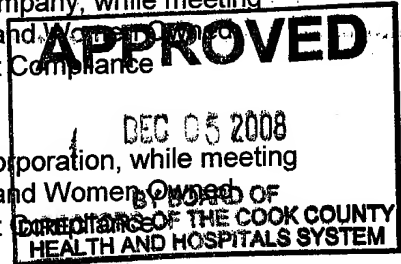
Items 13 through 16: Shall be awarded in whole to one manufacturer / vendor to allow for compatibility between products. On line item 13, the wrappers bid by Elite Medical Products Inc. are package 120 per case not 288 per case as stated. Ekla Corporation, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator.

Items 17 through 18: Shall be awarded in whole to one manufacturer / vendor to allow for compatibility between products.

Item 24: The apparent lowest bidder Howard Medical Company bid a commode bucket without a metal handle as specified. Ekla Corporation, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator.

243 243 243 243

Items 27 and 57: The apparent low bidder, Howard Medical Company, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator.



Items 34, 37, 54, 70 and 192: The apparent low bidder, Ekla Corporation, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator.

Items 43, 44, 74, 88, 162 and 207: The apparent low bidder, Globe Medical-Surgical Supply Company, is not offering a firm price on these items as specified.

Item 61: The apparent low bidder, Progressive Industries, Inc., bid a urine-meter drainage bag without a meter to measure urine as specified.

Item 69: The apparent low bidder, Progressive Industries, Inc. (Alternate), bid a soap tray not a wash basin with molded soap tray as specified. Ekla Corporation (Base & Alternate), while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator.

Items 150, 151, 152 and 153: The apparent low bidder, Phoenix Business Solutions LLC (Alternate), failed to provide samples as specified.

Item 169: The apparent low bidder, Globe Medical-Surgical Supply Company, is not offering a firm price on this item as specified. Elite Medical Products Inc., while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator.

Item 228: The apparent low bidder, Kash Industries, Inc., while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator.

Items 233 and 256: The apparent low bidder, Progressive Industries, Inc., failed to provide samples as specified.

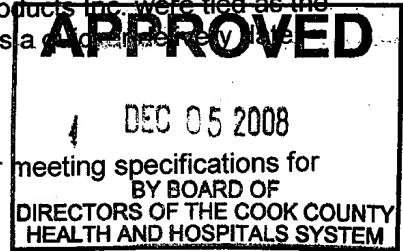
Item 259: The apparent lowest bidders, Elite Medical Products Inc. and Kash Industries, Inc., while meeting specifications, were found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator.

Bio-Tek Medical Supplies, Inc. is the lowest qualified bidder meeting specifications for items 52, 149, 165, 209, and 210.

Item 149: The apparent low bidder, Progressive Industries, Inc., failed to provide samples as specified.

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Item 210: Bio-Tek Medical Supplies, Inc. and Elite Medical Products Inc. were tied as the lowest responsible bidders. Bio-Tek Medical Supplies, Inc. has a bid number very close to and therefore shall be considered the low bid.



Phoenix Business Solutions LLC is the lowest qualified bidder meeting specifications for item 217.

Progressive Industries, Inc. is the lowest qualified bidder meeting specifications for items 20, 21, 28, 30, 32, 46, 47, 48, 49 Alt., 50 Alt., 53, 60, 63, 66, 68, 71, 77, 79, 80, 81, 82, 83, 84, 85 Base, 86 Alt., 90, 95, 97, 98, 100, 102, 106, 107, 116, 117, 122, 130, 135, 136, 143, 159, 160, 163, 164, 172, 173, 202, 205, 218, 219, 220, 230 and 253.

Item 63: The apparent low bidder, Elite Medical Products Inc., while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator.

Item 66: The apparent low bidders, Ekla Corporation and Elite Medical Products Inc., while meeting specifications, were found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator.

Item 82: The apparent low bidders, Elite Medical Products Inc. and Howard Medical Company, while meeting specifications, were found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator.

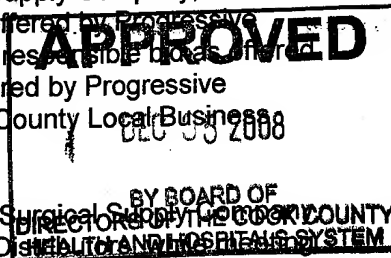
Item 83, 122: The apparent low bidder, Howard Medical Company, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator.

Item 85: The apparent low bidder, Progressive Industries, Inc. (Alternate), bid a tongue blade that is unwrapped not individually wrapped as specified. Ekla Corporation, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. In that the bid offered by Progressive Industries, Inc. does not exceed by more than 2% the lowest responsible bid as offered by Bio-Tek Medical Supplies, Inc., the bid offered by Progressive Industries, Inc. shall be considered the low bid, as per Cook County Local Business Preference Ordinance.

Item 97: The apparent low bidder, Globe Medical-Surgical Supply Company, is not offering a firm price on this item as specified.

Item 98: The apparent low bidder, Ekla Corporation (Base), while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator.

Item 135: The apparent low bidder, Globe Medical-Surgical Supply Company, is not offering a firm price on this item as specified. In that the bid offered by Progressive Industries, Inc. does not exceed by more than 2% the lowest responsible bid as offered by Bioelectronic Engineering & Medical Supplies, the bid offered by Progressive Industries, Inc. shall be considered the low bid, as per Cook County Local Business Preference Ordinance.



Items 159 and 160: The apparent low bidder, Globe Medical-Surgical Supply Company, is not offering a firm price on these items as specified. Sami Disinfectant, Inc. bid, which did not meet specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. In that the bid offered by Progressive Industries, Inc. does not exceed by more than 2% the lowest responsible bid as offered by Bioelectronic Engineering & Medical Supplies, the bid offered by Progressive Industries, Inc. shall be considered the low bid, as per Cook County Local Business Preference Ordinance.

Items 218, 219 and 220: The apparent low bidder, Ekla Corporation, failed to provide samples as specified.

I respectfully request that the following items be canceled and rebid:

Items 3, 4, 5, 11, 12, 23, 25, 26, 31 and 58: Elite Medical Products Inc., while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since all other bidders exceeded the competitive cost level for these items, I respectfully request that these items be canceled and rebid.

Items 19, 45, 59, 78, 128, 129, 146, 147, 148, 155, 156, 157, 175, 176, 232, 241, 243, 248 and 252: Since there were no bidders for these items, I respectfully request that these items be canceled and rebid.

Items 29, 41, 42, 64, 72, 73, 104, 105, 109, 119, 131, 142, 178, and 231: Howard Medical Company, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since all other bidders exceeded the competitive cost level for these items, I respectfully request that these items be canceled and rebid.

Items 35, 36, 65, 223, 225, 238 and 245: Elite Medical Products Inc., while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since there were no other bidders for these items, I respectfully request that these items be canceled and rebid.

Items 40, 91, 139, 181, 184, 185, 224, 234, 235, 240 and 251: Howard Medical Company, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since there were no other bidders for these items, I respectfully request that these items be canceled and rebid.

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Item 55: Sami Distributors, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since the other bidder exceeded the competitive cost level for this item, I respectfully request that this item be canceled and rebid.

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BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

Items 56 and 174: Ekla Corporation, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since there were no other bidders for these items, I respectfully request that these items be canceled and rebid.

Item 67: Ekla Corporation (Base & Alternate), while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since all other bidders exceeded the competitive cost level for this item, I respectfully request that this item be canceled and rebid.

Item 75: Ekla Corporation (Alternate), while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since all other bidders exceeded the competitive cost level for this item, I respectfully request that this item be canceled and rebid.

Items 76, 134, 141, 201, 211, 212, 214, 215, 216, 239, 244 and 262: Ekla Corporation, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since all other bidders exceeded the competitive cost level for these items, I respectfully request that these items be canceled and rebid.

Item 87: The tongue blade bid by Bio-Tek Medical Supplies, Inc. and Progressive Industries, Inc. (Alternate) are unwrapped not individually wrapped as specified. Kash Industries, Inc. while meeting specifications was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since all other bidders exceeded the competitive cost level for this item, I respectfully request that this item be canceled and rebid.

Items 89 and 179: Ekla Corporation and Elite Medical Products Inc., while meeting specifications, were found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since all other bidders exceeded the competitive cost level for these items, I respectfully request that these items be canceled and rebid.

Items 92 and 140: Globe Medical-Surgical Supply Company is not offering a firm price on these items as specified. Since there were no other bidders for these items, I respectfully request that these items be canceled and rebid.

Item 94: The biopsy needle bid by Ekla Corporation bent after first biopsy, in addition cores are smaller. Since there were no other bidders for this item, I respectfully request that this item be canceled and rebid.

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Item 96: Globe Medical-Surgical Supply Company is not offering a firm price on this item as specified. Progressive Industries, Inc. failed to provide samples as specified. Ekla Corporation (Base & Alternate) and Elite Medical Products Inc., while meeting specifications, were found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since there were no other bidders for this item, I respectfully request that this item be canceled and rebid.

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Item 99: Ekla Corporation (Alternate-1), while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since all other bidders exceeded the competitive cost level for this item, I respectfully request that this item be canceled and rebid.

BY BOARD OF
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HEALTH AND HOSPITALS SYSTEM

Item 101: The oral suction brush set bid by Progressive Industries, Inc. does not contain the anti-plaque solution (cetypyridinium chloride). Bioelectronic Engineering & Medical Supplies, Ekla Corporation and Sami Distributors, failed to provide samples as specified. Howard Medical Company, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since all other bidders exceeded the competitive cost level for this item, I respectfully request that this item be canceled and rebid.

Item 103: Progressive Industries, Inc. failed to provide samples as specified. Globe Medical-Surgical Supply Company is not offering a firm price on this item as specified. Elite Medical Products Inc., while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since the other bidder exceeded the competitive cost level for this item, I respectfully request that this item be canceled and rebid.

Item 108: Progressive Industries, Inc. failed to provide samples as specified. Ekla Corporation, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since all other bidders exceeded the competitive cost level for this item, I respectfully request that this item be canceled and rebid.

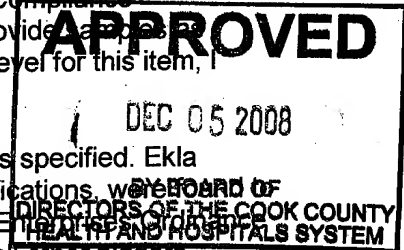
Items 110, 180, 237, 242, 257, 258, 261: Since there was only one bidder for each of these items, and each bid exceeded \$25,000.00, I respectfully request that these items be canceled and rebid.

Item 111: Ekla Corporation (Base) and Elite Medical Products Inc., while meeting specifications, were found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since all other bidders exceeded the competitive cost level for this item, I respectfully request that this item be canceled and rebid.

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Item 112: Elite Medical Products Inc. failed to provide samples as specified. Globe Medical-Surgical Supply Company is not offering a firm price on this item as specified. Ekla Corporation and Howard Medical Company, while meeting specifications, were found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since there were no other bidders for this item, I respectfully request that this item be canceled and rebid.

Item 113: Elite Medical Products Inc. and Howard Medical Company, while meeting specifications, were found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Progressive Industries, Inc. (Alternate) failed to provide samples as specified. Since the other bidder exceeded the competitive cost level for this item, I respectfully request that this item be canceled and rebid.



Item 118: Progressive Industries, Inc. failed to provide samples as specified. Ekla Corporation and Howard Medical Company, while meeting specifications, were found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since all other bidders exceeded the competitive cost level for this item, I respectfully request that this item be canceled and rebid.

Items 120, 154, 250: Ekla Corporation, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since the other bidder exceeded the competitive cost level for these items, I respectfully request that these items be canceled and rebid.

Item 121: Progressive Industries, Inc. failed to provide samples as specified. Howard Medical Company, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since all other bidders exceeded the competitive cost level for this item, I respectfully request that this item be canceled and rebid.

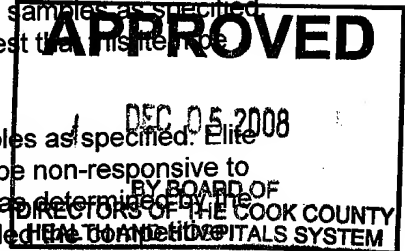
Item 123: Ekla Corporation and Elite Medical Products Inc., while meeting specifications, were found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since the other bidder exceeded the competitive cost level for this item, I respectfully request that this item be canceled and rebid.

Item 124: Ekla Corporation (Base & Alternate), while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Progressive Industries, Inc. failed to provide samples as specified. Since the other bidder exceeded the competitive cost level for this item, I respectfully request that this item be canceled and rebid.

Items 125, 229: Ekla Corporation and Elite Medical Products Inc., while meeting specifications, were found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since there were no other bidders for these items, I respectfully request that these items be canceled and rebid.

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Item 126: Ekla Corporation, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Bioelectronic Engineering & Medical Supplies and Progressive Industries, Inc. failed to provide samples as specified. Since there were no other bidders for this item, I respectfully request that this item be canceled and rebid.



Items 127, 190: Progressive Industries, Inc. failed to provide samples as specified. Elite Medical Products Inc., while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since the other bidder exceeded the competitive cost level for these items, I respectfully request that these items be canceled and rebid.

Item 132: Ekla Corporation failed to provide samples as specified. Sami Distributors, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since all other bidders exceeded the competitive cost level for this item, I respectfully request that this item be canceled and rebid.

Items 133, 182: Ekla Corporation, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Globe Medical-Surgical Supply Company is not offering a firm price on these items as specified. Since there were no other bidders for these items, I respectfully request that these items be canceled and rebid.

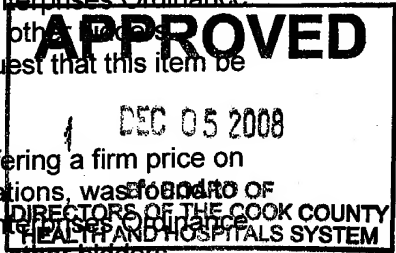
Item 137: Ekla Corporation (Base & Alternate) failed to provide samples as specified. The bili-mask bid by Bioelectronic Engineering & Medical Supplies is too small and causes skin breakdown. Howard Medical Company, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since there were no other bidders for this item, I respectfully request that this item be canceled and rebid.

Item 138: The bili-mask bid by Bioelectronic Engineering & Medical Supplies is too small and causes skin breakdown. Ekla Corporation (Base), while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since all other bidders exceeded the competitive cost level for this item, I respectfully request that this item be canceled and rebid.

Items 144, 226: Steris Corporation, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since all other bidders exceeded the competitive cost level for these items, I respectfully request that these items be canceled and rebid.

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Item 145: Globe Medical-Surgical Supply Company is not offering a firm price on this item as specified. Howard Medical Company, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since all other bidders exceeded the competitive cost level for this item, I respectfully request that this item be canceled and rebid.



Items 158, 161: Globe Medical-Surgical Supply Company is not offering a firm price on these items as specified. Sami Distributors, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since all other bidders exceeded the competitive cost level for these items, I respectfully request that these items be canceled and rebid.

Items 166, 167: Ekla Corporation (Base), while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Progressive Industries, Inc. failed to provide samples as specified. Since all other bidders exceeded the competitive cost level for these items, I respectfully request that these items be canceled and rebid.

Item 168: The surgical gown bid by Progressive Industries, Inc. is too small compared to the present gown on contract. Ekla Corporation (Base), while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since all other bidders exceeded the competitive cost level for this item, I respectfully request that this item be canceled and rebid.

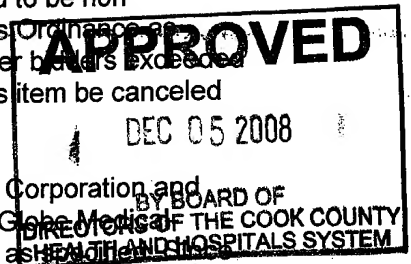
Items 171, 186: Progressive Industries, Inc. failed to provide samples as specified. Howard Medical Company, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since the other bidder exceeded the competitive cost level for these items, I respectfully request that these items be canceled and rebid.

Item 177: Globe Medical-Surgical Supply Company is not offering a firm price on this item as specified. Ekla Corporation and Elite Medical Products, while meeting specifications, were found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since all other bidder exceeded the competitive cost level for this item, I respectfully request that this item be canceled and rebid.

Items 187, 188, 189: Globe Medical-Surgical Supply Company is not offering a firm price on these items as specified. Ekla Corporation, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since the other bidder exceeded the competitive cost level for these items, I respectfully request that these items be canceled and rebid.

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Item 193: Sami Distributors, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since all other bidders exceeded the competitive cost level for this item, I respectfully request that this item be canceled and rebid.



Items 199, 200: Bioelectronic Engineering & Medical Supplies, Ekla Corporation and Progressive Industries, Inc., failed to provide samples as specified. Globe Medical-Surgical Supply Company is not offering a firm price on these items as specified. Since there were no other bidders for these items, I respectfully request that these items be canceled and rebid.

Item 203: Ekla Corporation (Alternate), while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Progressive Industries, Inc. (Alternate) failed to provide samples as specified. Since all other bidders exceeded the competitive cost level for this item, I respectfully request that this item be canceled and rebid.

Item 204: Ekla Corporation (Base), while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since all other bidders exceeded the competitive cost level for this item, I respectfully request that this item be canceled and rebid.

Item 208: Ekla Corporation (Alternate-2) failed to provide samples as specified. Ekla Corporation (Base), while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Globe Medical-Surgical Supply Company is not offering a firm price on this item as specified. Since all other bidders exceeded the competitive cost level for this item, I respectfully request that this item be canceled and rebid.

Item 221: Ekla Corporation (Base) failed to provide samples as specified. Ekla Corporation (Alternate), while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Globe Medical-Surgical Supply Company is not offering a firm price on this item as specified. Since there were no other bidders for this item, I respectfully request that this item be canceled and rebid.

Item 222: Globe Medical-Surgical Supply Company and Progressive Industries, Inc. failed to provide samples as specified. Ekla Corporation (Base), while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since all other bidders exceeded the competitive cost level for this item, I respectfully request that this item be canceled and rebid.

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Item 227: Kash Industries, Inc., while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since all other bidders exceeded the competitive cost level for this item, I respectfully request that this item be canceled and rebid.

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Item 246: Howard Medical Company, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since all other bidders exceeded the competitive cost level for this item, I respectfully request that this item be canceled and rebid.

BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTHCARE SYSTEM

Cost of the contract and terms:

This is an 11 month contract to commence upon Board Award and end on September 30, 2009. The total anticipated cost of this contract is \$ 1,433,558.62

Bioelectronic Engineering & Medical Supplies	\$ 1,070,551.15
Bio-Tek Medical Supplies, Inc.	\$ 11,314.60
Phoenix Business Solutions LLC	\$ 650.00
Progressive Industries, Inc.	\$ 351,042.87
Total	\$ 1,433,558.62

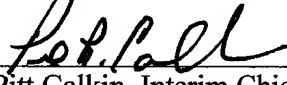
Budget information: The cost for this contract has been provided for within the current operating budget of 2008 and future year funds for Medical and Surgical Supplies 240/891/897/898-362 Account.

Signatures:

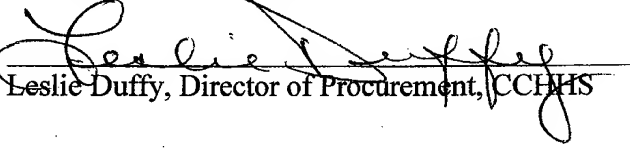
Sponsor


David R. Small, F.A.C.H.E., Interim CEO, CCHHS

Operating Unit CFO


Pitt Calkin, Interim Chief Financial Officer, CCHHS

Director, Purchasing


Leslie Duffy, Director of Procurement, CCHHS

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TODD H. STROGER

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COOK COUNTY
OFFICE OF CONTRACT COMPLIANCEBETTY HANCOCK PERRY
DIRECTOR

118 North Clark Street, Room 1020
Chicago, Illinois 60602-1304
E-MAIL: bhperry@cookcountygov.com
TEL (312) 603-5502
FAX (312) 603-4547

September 24, 2008

Ms. Carmen Triche-Colvin
Purchasing Agent
County Building-Room 1018
Chicago, Illinois 60602

Re: Contract No. 08-15-165H

Dear Ms. Triche-Colvin:

The following bids for the above referenced contract have been reviewed for compliance with the General Conditions regarding the Minority and Women Owned Business Enterprises Ordinance and have been found to be non-responsive to the Ordinance:

Bidder: Ekla Corporation
Base Bid Amount: \$888,490.47

Bidder: Elite Medical Products, Inc.
Base Bid Amount: \$37,151.86

Bidder: Howard Medical Company
Base Bid Amount: \$373,247.67

Bidder: Kash Industries, Inc.
Base Bid Amount: \$325,717.30

Bidder: Sami Distributors
Base Bid Amount: \$43,311.62

Bidder: Steris Corporation
Base Bid Amount: \$29,795.55

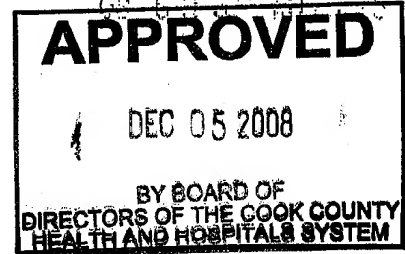
The following bids for the above referenced contract have been reviewed for compliance with the General Conditions regarding the Minority and Woman Business Enterprises Ordinance and have been found to be responsive to the Ordinance.

Bidder: Bioelectronic Engineering & Medical Supplies, (B.E.A.M.S.)
Bid Amount: \$1,070,551.15

<u>M/WBE</u>	<u>Status</u>	<u>Dollar Amount</u>	<u>%</u>
Bio-Tek Medical Supplies, Inc.	MBE-8	\$267,637.79(D)	25%
Beverly A. Simpson, Inc.	WBE-7	\$107,055.12(I)	10%



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DEC 05 2008

BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

Contract #08-15-165H

Bidder: Bio-Tek Medical Supplies, Inc.
Bid Amount: \$11,314.60

<u>M/WBE</u>	<u>Status</u>	<u>Dollar Amount</u>	<u>%</u>
Bio-Tek Medical Supplies, Inc.	MBE-8	\$10,183.14	90%
Midwest Medical Supplies & Equipment	WBE-7	\$ 1,131.46(D)	10%

Bidder: Phoenix Business Solutions, LLC
Bid Amount: \$650.00

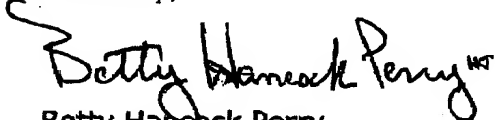
<u>M/WBE</u>	<u>Status</u>	<u>Dollar Amount</u>	<u>%</u>
Bren Products Co.	MBE-8	\$162.50(D)	25%
Phoenix Business Solutions, LLC	WBE-7	\$487.50	75%

Bidder: Progressive Industries, Inc.
Bid Amount: \$351,042.87

<u>M/WBE</u>	<u>Status</u>	<u>Dollar Amount</u>	<u>%</u>
Globe Medical Surgical Supply Co.	MBE-8	\$ 87,760.72(D)	25%
Progressive Industries, Inc.	WBE-7	\$263,282.15	75%

The Office of Contract Compliance has been advised by the requesting department that no other bidders are being recommended for award.

Sincerely,

Betty Hancock Perry
Contract Compliance Administrator

BHP/hrtj

Cc: Cook County Bureau of Health Services

24
13

AS AMENDED

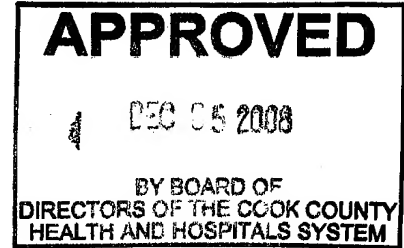
Cook County Health and Hospitals System

Approval to Advertise for Bids

Date: November 6, 2008

Sponsor: David Fagus
Chief Operating Officer

Operating Unit: Cermak Health Services



Description of Equipment

Requesting permission to advertise for bid for a ~~replacement analog x-ray machine~~ in Receiving.

Digital

Justification for Equipment Purchase

The film that is used in conjunction with the system is no longer available. The analog unit is the only back-up to the digital chest unit in Receiving. Currently there are two chest x-ray units in the Receiving Area, a primary digital unit and a secondary "back-up" analog unit. The analog unit is older than 13 years old, is no longer serviceable, and requires the use of film that is no longer available. A replacement "back-up" machine is required.

Budget information: The cost of this equipment is budgeted as a capital equipment item for Cermak Health Services 71700240. Requisition Number 82400232.

Signatures:

Sponsor

Operating Unit CFO

CCHHS Director of Purchasing

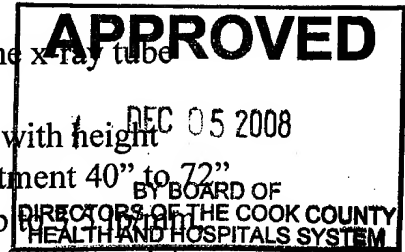
CCHHS COO

Three handwritten signatures are shown, each on a horizontal line. The first signature is "David Fagus". The second signature is "Kim Wagner". The third signature is "Leslie D. Jaffer".

AS AMENDED

Digital Chest Unit Specifications

- Adjustable motorized U-armed design containing the x-ray tube assembly and the detector carrier
- Floor mounted fixed stand, with motorized column with height adjustable vertical movement, motorized SID adjustment 40" to 72"
- Thin design digital detector 17" x 17", resolution up to 143 m pixel size, pixel matrix of 9M pixels (3000 x 3000 pixels), 12 x 1 grid
- Automatic exposure control
- High output x-ray tube 400 KHU
- 80 kW/150 kVp radiographic generator
- High resolution 21" LCD monitor
- Touch screen design for technique and image manipulation
- Bar code scanning capability
- 200 GB hard drive
- 30 sec. or less processing time
- DICOM compatible
- Delivery, set-up of new unit and haul away of old unit
- On-site training
- 1 yr. Warranty on unit including glassware
- 3 yr. Software upgrades when applicable



Estimated cost: \$ [REDACTED]

Substitute
25

COOK COUNTY HEALTH AND HOSPITALS SYSTEM

Request To Advertise for Bid

Date: November 24, 2008

Sponsor: David Small
Interim CEO

Operating Unit: 897 / 240, CCHHS

Description of Services: Request to advertise for the purchase of Heavy Duty Transport Stretchers for John H. Stroger, Jr. Hospital of Cook County and Cermak Health Services (Contract No. OMP 08-72-2137).

Justification for This Contract: This Contract was previously approved and after the bid tabulations were reviewed, all responses exceeded the \$100,000.00 threshold. That transaction will be canceled and now has to go out for bid.

Cost of Contract And Terms: Estimated Cost: \$ [REDACTED]

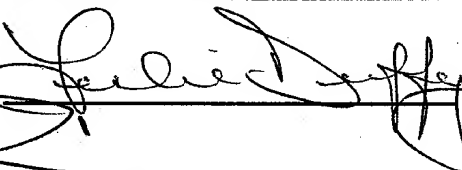
Budget Info: Estimated Fiscal Impact: \$ [REDACTED]
Budget Acct. #: 565
Req. #: 82400196
88974023
88974024

Signatures:

Operating Unit CFO



CCHHS Director of
Purchasing



CCHHS CEO



APPROVED

1 DEC 05 2008

BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

26

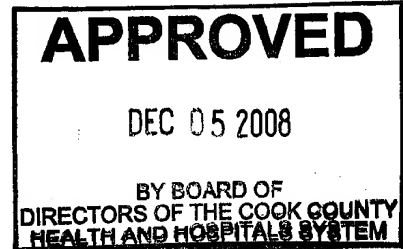
COOK COUNTY HEALTH AND HOSPITALS SYSTEM

Request to Advertise for bid

Date: November 24, 2008

Sponsor: Donald W. Trepashko, M.D.
Chairman of Nuclear Medicine

Operating Unit: Department of Radiology, CCHHS



Description of Services: Request to Advertise for the purchase of Mobile P.E.T. CT Scanning.

Justification for This Contract: Position Emission Tomography (PET) shows biologic and metabolic function within a patient. Computed Tomography (CT) shows anatomic characteristics within a patient. When combined, PET\CT is a highly sophisticated diagnostic imaging tool, showing all information in one image. This enables physicians to more accurately identify and diagnose certain diseases such as cancers, heart disease, and brain disorders.

Cost of Contract & Terms: Estimated Cost: \$ [REDACTED]

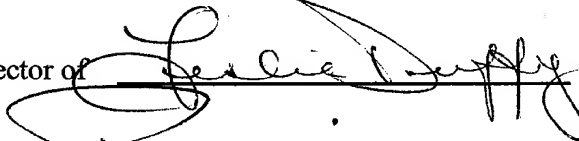
Budget Info: Fiscal Impact: \$ [REDACTED]
Budget Account: #540
Requisition #: 88970006

Signatures:

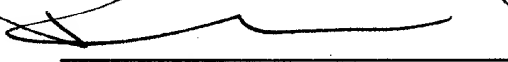
Operating Unit CFO



CCHHS Director of
Purchasing



CCHHS CEO



Cook County Health and Hospitals System
Report of the Meeting of the Finance Committee
November 24, 2008

ATTACHMENT #5



To: Chairman David Carvalho and
Members of the Finance Committee
Cook County Health and Hospitals System

From: Matthew B. DeLeon
Secretary to the Board

Date: November 24, 2008

Subject: Errata for the November 24, 2008 Finance Committee Agenda
Corrections to Contracts and Procurement Approvals item transmittals

Please be advised of the following corrections to the transmittals which are included as backup information for Item #9 (Contracts and Procurement Approvals) on the agenda to be considered at the November 24, 2008 Finance Committee meeting. The amendments are indicated by the underscored and stricken language.

Item #9 Contracts and Procurement Approvals

1.) (Request to accept increase in grant funds and extend grant)

In the **header section**, the following should be amended:

Authorization to Accept Increase in Grant Funds and Extend Grant

In the **Description of Request Section**, the following should be amended:

Requesting authorization to accept increase in grant funds and extend grant for eight (8) months in the amount of \$105,478.00 with the AIDS Foundation of Chicago.

11.) (Request to enter into and execute contract with Automed Technologies)

In the **Description of Request Section**, the following should be amended:

This proposed contract with Automed Technologies is for the ~~approval of~~ purchase of automated medication filling equipment for the new central fill/mail order pharmacy that is being constructed by Cook County Capital Planning and Policy at ~~both~~ Oak Forest Hospital.

19.) (Request to execute contracts with eight vendors for the purchase of surgical orthopaedic implant, fixative devices and consumable supplies)

In the **Justification for this Contract Section**, the following should be amended:

<u>Req. No.</u>	<u>Vendor</u>	<u>Amount</u>
88970566	Synthes Spine	\$320,000.00 <u>100,000.00</u>
	Raynham, Massachusetts	

19.) (continued)

In the **Cost of Contract and Terms Section**, the following should be inserted:

Contract Period: 09/01/08 through 08/31/09

23.) (Request to award bid, and request to enter into and execute contract with Smith Thomas Williams Healthcare, LLC)

In the **Cost of Contract and Terms Section**, the following should be inserted:

Contract Period: 12/07/08 to 12/06/09

25.) (Request to advertise for bids for a replacement analog x-ray machine for Cermak)

Note: for this item, the specifications information sheet included in the back-up materials should be replaced with the attached specifications sheet.

In the **Description of Equipment Section**, the following should be amended:

Requesting permission to advertise for bids for a ~~replacement analog~~ digital x-ray machine in Receiving.

In the **Justification for Equipment Purchase Section**, the following should be amended:

The film that is used in conjunction with the system is no longer available. The analog unit is the only back up to the digital chest unit in Receiving. Currently there are two chest x-ray units in the Receiving Area, a primary digital unit and a secondary "back-up" analog unit. The analog unit is older than 13 years old, is no longer serviceable, and requires the use of film that is no longer available. A replacement "back-up" machine is required.

Digital Chest Unit Specifications

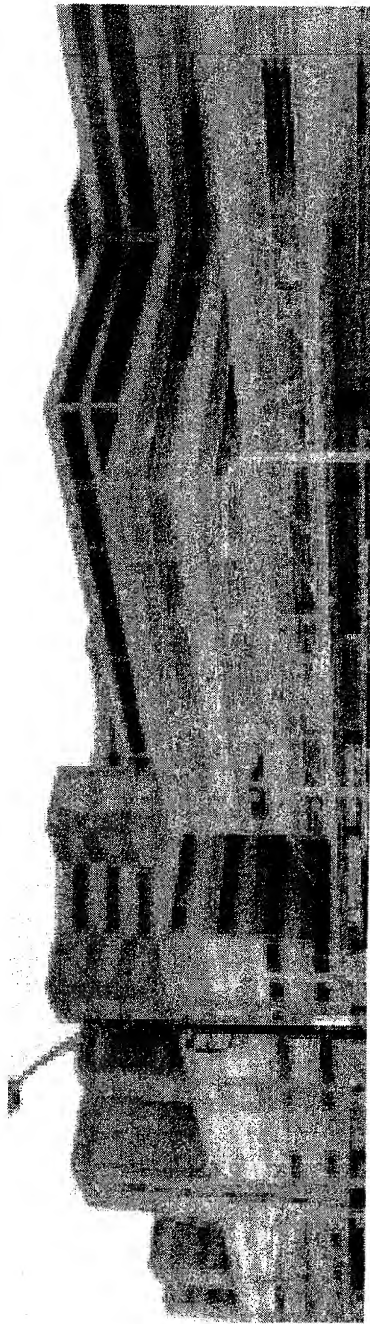
- Adjustable motorized U-armed design containing the x-ray tube assembly and the detector carrier
- Floor mounted fixed stand, with motorized column with height adjustable vertical movement, motorized SID adjustment 40" to 72"
- Thin design digital detector 17" x 17", resolution up to 3.5 lp/mm, 143 m pixel size, pixel matrix of 9M pixels (3000 x 3000 pixels), 12 x 1 grid
- Automatic exposure control
- High output x-ray tube 400 KHU
- 80 kW/150 kVp radiographic generator
- High resolution 21" LCD monitor
- Touch screen design for technique and image manipulation
- Bar code scanning capability
- 200 GB hard drive
- 30 sec. or less processing time
- DICOM compatible
- Delivery, set-up of new unit and haul away of old unit
- On-site training
- 1 yr. Warranty on unit including glassware
- 3 yr. Software upgrades when applicable

Estimated cost: \$ [REDACTED]

*Substitute
25*

Cook County Health and Hospitals System
Report of the Meeting of the Finance Committee
November 24, 2008

ATTACHMENT #6



Chamberlin Edmonds

The Eligibility Specialists



Meeting Objectives and Agenda

- Executive Summary
- Current State
- Proposed Approach
- Re-design Economics
- Proposed Transition Timeline

Executive Summary

- As the safety net hospital for the indigent residents of Cook County, CCHHS is dependent upon State, Federal, Public and Private sources for the funding of patient care
 - Optimizing revenue streams from third party payers through appropriate financial counseling and eligibility determination is a mission imperative for publicly funded organizations
- MedAssets review of CCHHS processes revealed significant opportunity for improvement. Our independent assessment results are consistent with those documented by all reviews performed prior to MedAssets arrival.
 - Current approaches to this function are disjointed, lack appropriate policy and procedural structure, technological capability and human capital to perform effectively.
- MedAssets recommends complete restructuring of the financial counseling function at CCHHS. Adoption of MedAssets recommendations will result in:
 - Patient centric approach
 - Sustainable return on investment
 - Rapid implementation

Current State

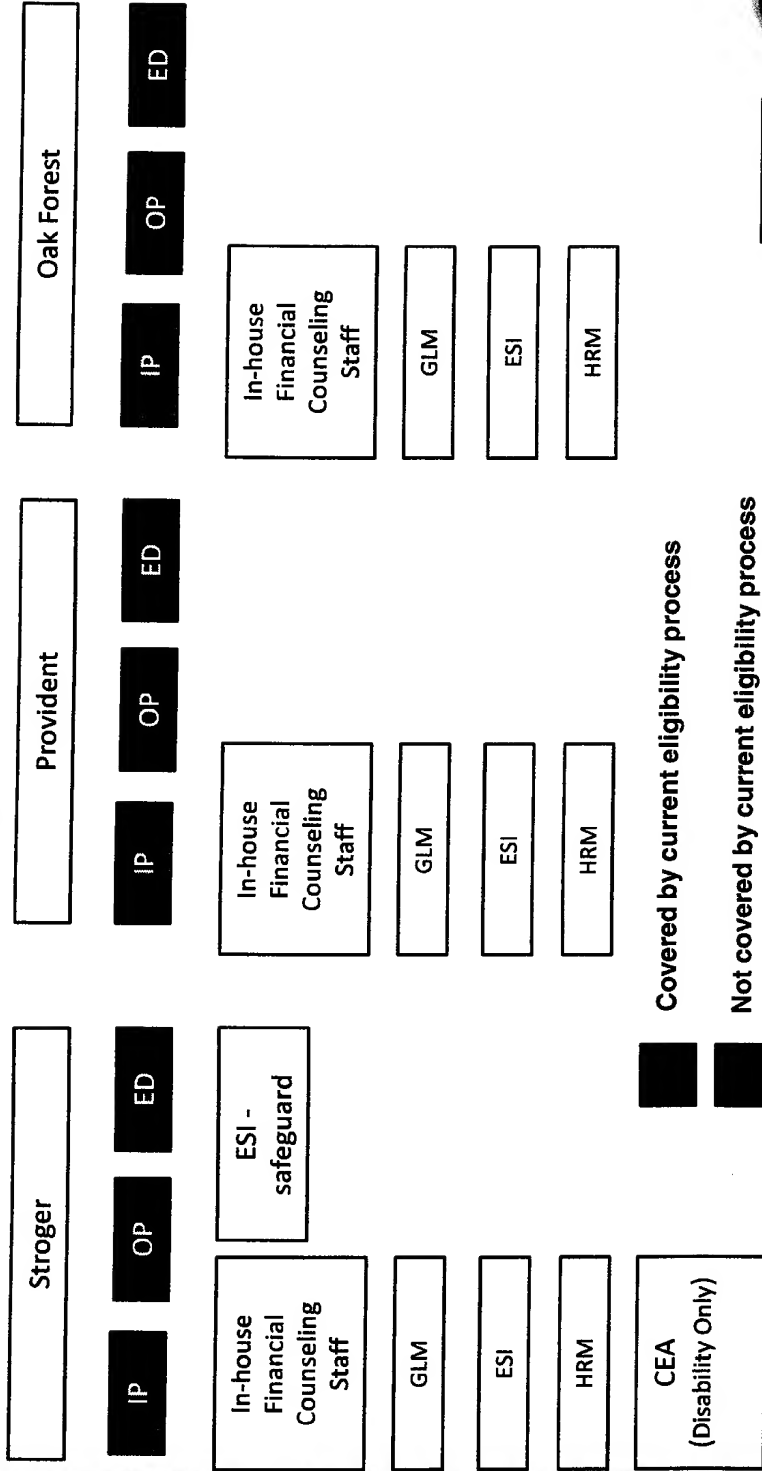
- Currently CCHHS attempts to enroll uninsured patients in Medicaid utilizing a complicated combination of internal department efforts and four eligibility vendors
- Results from this structure are less than optimal
 - Internal departmental performance in terms of conversion rates are not available as there is a complete absence of any data tracking controls or reporting. Our detailed account analysis revealed significant deficiencies in the timeliness, completeness and accuracy of work performed.
 - Vendor success rates are adversely influenced by referral process design inefficiency
 - Disability specific vendors' conversion rate is 40% of all referred cases
 - Non Disability vendors' conversion rates are between 4% and 22% of all referred cases
 - The Outpatient population at CCHHS is grossly underserved within the current process model as comprehensive screening is conducted on less than 15% of the patient volume and the conversion results of this limited screening practice are not tracked
 - Outpatients are not referred to vendors

Today's Approach to Eligibility

Today's approach does not reach all facilities or patient types and is complicated by the need to coordinate work among 4 eligibility vendors in addition to the in-house financial counseling staff



- Coverage for inpatient population and very small percentage of outpatient at **Stroger only**
- Process complicated by use of **4 vendors** in addition to the in-house financial counseling staff
- Process delivering an estimated \$55.6M in net remittance dollars at a cost of \$5.3M for a **\$50.3M net cash result**



The Proposed Approach

MedAssets proposes addressing the numerous issues adversely impacting CCHHS eligibility performance today by:

- Ensuring full accountability and optimal results by selecting an eligibility service company to meet CCHHS comprehensive set of eligibility needs
- Eliminating the loss (opportunities “falling through the cracks”) associated with multiple hand-offs involving multiple vendors and CCHHS
- Addressing the disability opportunity in a comprehensive manner at all locations, not just Stroger Hospital
- Addressing the OB opportunity in an efficient manner
- For the first time, addressing the outpatient opportunity at all facilities in a best practice manner
- Taking full advantage of having one party address charity care (LOL) at the same time as all potential paying programs are addressed to provide an improved level of service to CCHHS patients...one interview from one party for all programs

The Proposed Approach

Single source Eligibility vendor sub contract

- The single source vendor will operate as a sub contractor of MedAssets for centralization of accountability and incentive alignment
- MedAssets has chosen Chamberlin Edmonds as its provider of eligibility services
- CEA possesses the knowledge, technology, and processes to achieve the most favorable outcome.
- The significant criteria utilized in partner selection were:
 - Performance track record
 - Scope of service offerings
 - Organizational depth for scalability
 - Technological capabilities
 - Patient centric philosophy (Advocacy)

CEA Credentials

CEA has the infrastructure and breadth of experience necessary to be successful at CCHHS

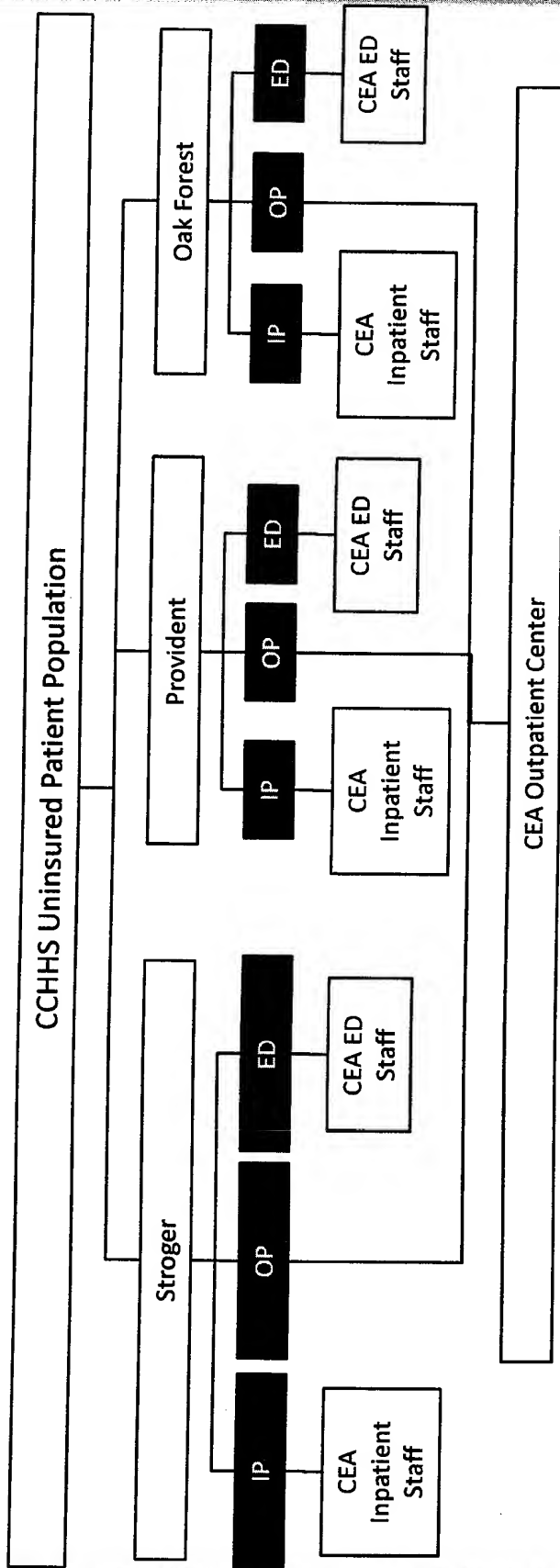
- CEA is the industry leader in the provision of comprehensive eligibility services, serving the nation's indigent and self-pay populations at 180 hospitals in 29 states
 - Currently serves more than 20% of all large urban safety net hospitals nationwide (Cook County, Jackson, Grady, Boston Medical Center, Denver Health, Parkland, etc.); average bed size 900
 - Currently serves about 20% of all academic medical centers nationwide (Rush Presbyterian, University of Virginia, University of Medicine and Dentistry of New Jersey, University of Kentucky, University of Missouri); average bed size 600+
 - Large number of multi-site system providers (Orlando Regional, Ochsner, Sentara, etc.)
- CEA was recently awarded (Sept. 2008) a 5-year exclusive agreement for comprehensive eligibility services for University HealthSystem Consortium (UHC)
 - UHC conducted an exhaustive 6 month competitive bid process that included most major national and regional eligibility firms.
 - This was the second consecutive 5-year award for CEA with UHC
 - Currently CEA provides contracted eligibility services for approximately 25% of UHC's members
 - CCHHS is a UHC member hospital

CEA Credentials – Cont'd

- Work force of 800+ employees is more than 60% minority and more than 80% female
- Currently employs 22 people supporting CCHHS...with expanded work scope will employ a total of more than 70 Chicago area residents
- Uses state of the art technology both proprietary, as well as third party
- Serves as test bed for Social Security Administration improvement programs
- Uses sophisticated business process management technology to drive 8 step business process
- Patient advocacy based
 - Will deliver \$88M in cash payments to patients in 2008 for food, clothing, and shelter as part of overall SSI income benefits.
 - No fees ever collected from patients for services
- Will recover over \$2B in gross charges and \$780M in cash for hospital customers in 2008

Proposed Approach – At Full Implementation

The proposed approach expands patient coverage to all facilities and all patient types and simplifies the process by directing all eligibility work to a single vendor



Proposed approach expands coverage to **all facilities and all patient types**

Proposed approach is consolidated to a **single vendor**...to drive performance improvements

Proposed approach estimated to deliver \$71.1M in net remittance dollars at a cost of \$6.4M for a **\$64.7M net cash result...an estimated \$14.4 (~29%) increase over today's approach**

☒ Covered by proposed eligibility process

☐ Not covered by proposed eligibility process

Note: All net remit estimates are based on fully ramped model

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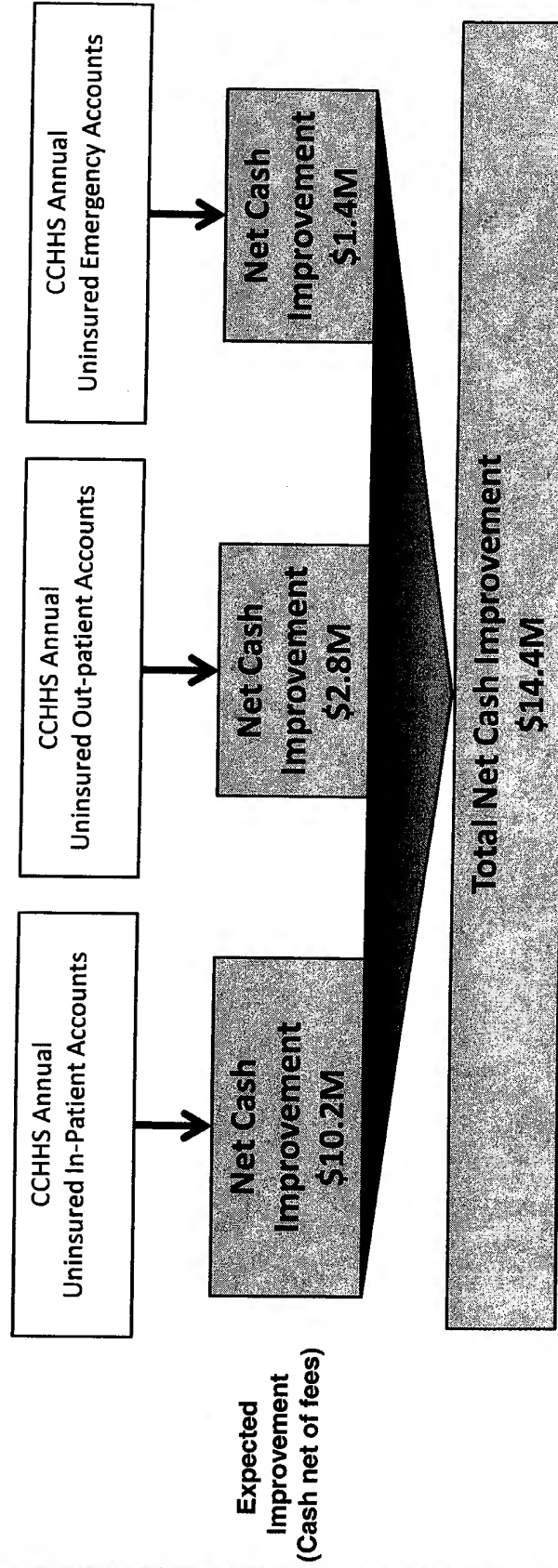
Implementation of The Proposed Approach

Implementation of the Re-designed Financial Counseling Services Plan will be completed in two phases

- **Phase 1** (Estimated to address ~95+% of total net remit opportunity)
 - Transition to Single Vendor Solution
 - Transition of Financial Counseling Services for Inpatients (including observation/trauma) at all three facilities
 - Transition Limit of Liability functions to a consolidated Financial Counseling Services function which provides comprehensive solution sets to uninsured or underinsured Inpatient and Outpatient populations
 - Begin Pre-Registration services for high cost outpatient services
- **Phase 2**
 - Begin Financial Counseling Services for Emergency Department and all other outpatient clinics
 - Expand Pre-Registration to all scheduled outpatient service areas

Net Cash Estimates from Proposed Approach

Significant net cash improvements are projected from the proposed approach via increased coverage and overall performance improvement



*Note: All net remit estimates are based on fully ramped model
Does not include positive impact of DSH dollars associated with increased Medicaid and Medicare SSI days*

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Pricing Methodology for Proposed Approach

Aggressive pricing for proposed approach is based on specific application types and is well below market benchmark for all types and more importantly below current CCHS's blended effective rate (contrary to expansion of services to areas which traditionally carry much higher relative cost structures (OP = lower dollar claim value with work effort consistent with that of higher value IP accounts))

Application Type	Contingency Fee	Market benchmark
Disability – Federal/State	9.5%	11 – 17%
Non-disability Medicaid	7.0%	7 – 13%
Obstetrics ("OB")	5.0%	7 – 10%
Outpatient/ED (all types)	9.0%	15 – 25%
Anticipated Blended Rate	9.0%	

Disability fees remain equal to today

Non-disability fees match current pricing from other vendors

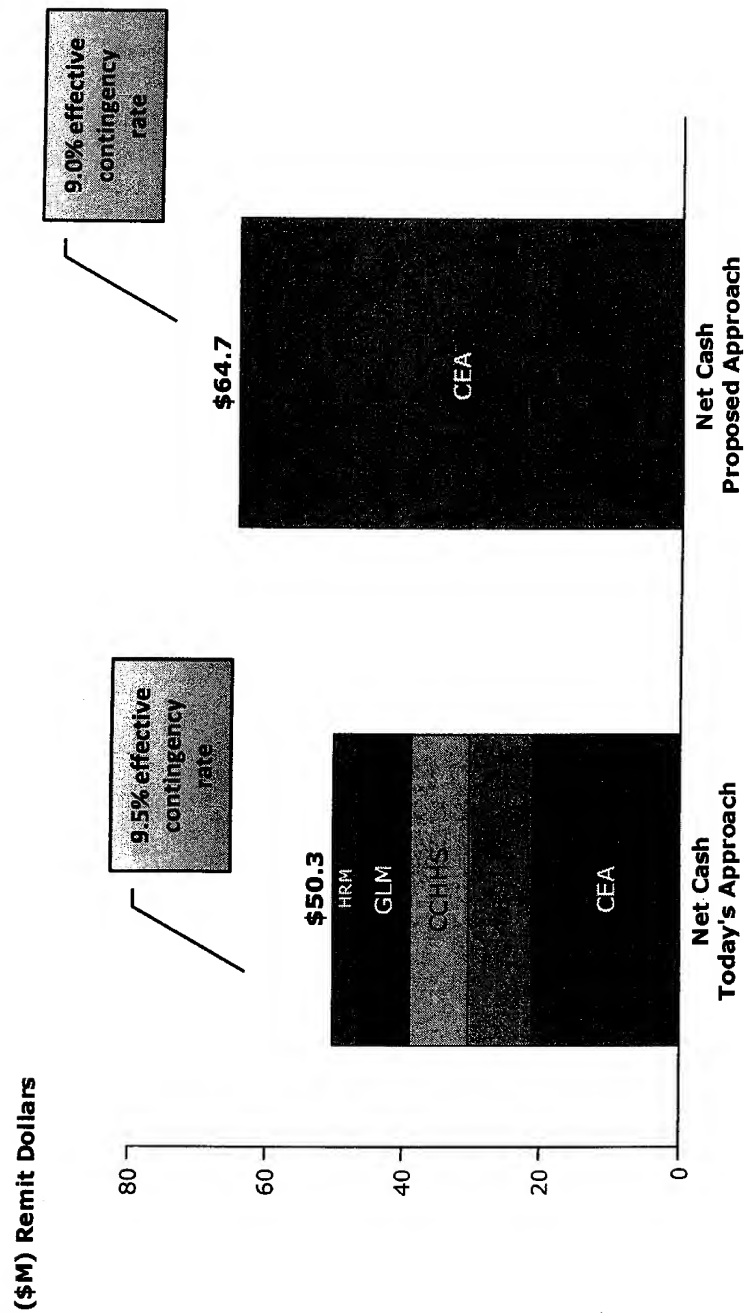
OB pricing reduced to 5.0%

Outpatient pricing well below market rates

Overall blended rate estimated at 9% based on expected mix of application types

Financial Improvement of New Approach

The proposed eligibility approach includes two significant financial benefits; a) net cash recovered for CCHHS is expected to grow by \$14.4M representing a 29% increase and b) effective contingency rate is reduced by 5.5%



Note: All net remit estimates are based on fully ramped model

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Project Time Line

Process

Initiate MBE/WBE
Discussion
Initiate Contract
Discussion
Space Planning
D-30

Agency Notification
Legacy Vendor Notification
Formal Internal
Communication plan Roll Out
D+1

Phase 1
Go Live
D+60

Plan Approval
"D"

Contract
Completion
Space Secured
D+30

Phase 2
Go Live
D+105

People

Initiate Union discussion
D-30

First Contract Employees
on site
D+30

Plan Approval
"D"

Move existing LOL staff
to Pre-Registration
function
D+45

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Summary

- Goal is to optimize revenue streams using a patient centric approach with an improved return on investment with a rapid implementation plan
- The current process does not allow CCHHS to accomplish these goals
- The plan is to improve financial performance by centralizing Financial Counseling and Patient Registration activities
- Successful implementation of this plan includes maximizing resources by strategically managing CCHHS and co-sourced Revenue Cycle operations
- Patients will now have a “one-stop shopping” experience for Financial Counseling and Registration

